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Portions of this document are based on the original work by the California Commission on Peace Officer Standards and Training Law Enforcement Incident Command System Project.

FOREWORD

This guide, the companion document to the California Law Enforcement Mutual Aid Plan, serves as a model for law enforcement emergency management planning and response operations. The application of it by government at all levels will enhance the readiness capability of law enforcement statewide and will promote effective emergency management.

I would like to express my sincere appreciation to those law enforcement professionals and departments who contributed to the original development and revisions to this guide.

RICHARD ANDREWS

Director

Governor's Office of Emergency Services

INTRODUCTION / PURPOSE

The Office of Emergency Services original *Law Enforcement Guide for Emergency Operations Planning* was developed in recognition of a need for standardization and uniformity of organization and response on the part of law enforcement agencies involved in a multi-jurisdictional and multi-agency response to a major incident such as an unusual event, civil disorder, or natural disaster.

This revised and renamed *Law Enforcement Guide for Emergency Operations* is designed to be a practical field-oriented guide in assisting law enforcement personnel throughout the State of California with *implementation* of the *Field Level Incident Command System*. The intended primary users of this guide are watch commanders and field supervisors. However, the guide can also be an excellent emergency response tool for law enforcement managers, as well as line officers and deputies.

This revised and updated edition incorporates the concept and statutory requirement of the Standardized Emergency Management System (SEMS).

This guide is organized in a user-friendly format consisting of overview text, diagrams, organization charts, checklists, forms, and a glossary. Several sections are suitable for photocopying and distribution to field personnel.

Our ultimate goal is to provide practical guidance for California law enforcement agencies in using the SEMS organizational framework for efficient and safe response, management, and coordination of major emergencies and disasters.

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SECTION I

OVERVIEW OF

THE STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

THE STANDARD EMERGENCY MANAGEMENT SYSTEM (SEMS) is the emergency management organization required by California statute, Government Code 8607(a) for emergency response and disaster management in multi-agency and multi-jurisdiction emergencies. California local governments *must* use SEMS in emergency response and disaster management to be eligible for any available disaster reimbursement funding for its personnel related costs provided through state disaster assistance programs. The Standard Emergency Management System (SEMS) incorporates the use of:

The Incident Command System: Field level emergency management response system and organization.

Multi/Inter-agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents

Mutual Aid Systems: Voluntarily provided local government services, resources and facilities when emergency impacted jurisdiction resources are exhausted or are inadequate

The Operational Area Concept: The management and application of resources of all political subdivisions (cities and special districts) of a county.

PURPOSE OF SEMS

SEMS was established to provide an effective and coordinated response to multi-agency and multi-jurisdictional emergencies in California. By standardizing key components of the

emergency management system, SEMS is intended to:

- Facilitate the flow of information within and between all levels of the system.
- Facilitate interaction and coordination among all responding agencies.

The use of SEMS will improve the processes of mobilization, deployment, tracking, and demobilization of needed mutual aid resources.

The use of SEMS will reduce the incidence of ineffective coordination and communications, and avoid duplication of resource ordering in multi-agency and multi-jurisdiction response actions.

SEMS is designed to be flexible and adaptable to the varied types of disasters that occur in California and to meet the needs of all emergency responders.

LEVELS OF SEMS

SEMS provides for five distinct organizational levels of emergency response and disaster management which may be activated as necessary:

- Field Response
- Local Government
- Operational Area
- Regional
- State

Field Response Level: Emergency response level where personnel and resources carry out tactical decisions and activities under the command of an appropriate authority in direct response to an incident or threat

Local Government Level: The level that includes cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction.

Operational Area Level:

An intermediate level of the state's emergency services organization which includes the county and all political subdivisions situated within the county. The operational area manages and/or coordinates information, resources, and priorities among local governments within the Operational Area and serves as the coordination and communication link between the local government level and the regional level.

Regional Level: The level that manages and coordinates information and resources among operational areas within the mutual aid region and between the operational areas and the state level. This level also coordinates overall state agency support for emergency response activities within the region.

State Level: The level that manages state resources in response to emergency needs of the other levels, and manages and coordinates mutual aid among the mutual aid regions and between the regional level and the state level. State level also serves as the initial coordination and communication link with the federal response system.

COMMUNICATIONS BETWEEN EMERGENCY OPERATIONS CENTERS (EOC), DEPARTMENT OPERATIONS CENTERS (DOC) AND INCIDENT COMMANDER (IC)

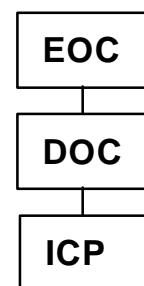
SEMS regulations require that upon activation of a Local Government EOC, communications and coordination will be established between the Incident Commander and the response Department's Operations Center to the EOC, or directly between the Incident Commander and the Local Government EOC.

The regulations further require that communications and coordination be established between an activated Local Government EOC

and any state or local emergency response agency having responsibilities at an incident occurring within that local government's jurisdictional boundary.

ICS field response organizations must establish communications with the local government level. The jurisdiction's dispatching procedures, communications capabilities, and local policies, will determine how the field level is linked to the local government level.

In many instances, the ICS field response units will be linked primarily to its Department's Operations Center (DOC) having jurisdictional responsibility for the incident. In such cases, the DOC retains agency level authority over their assigned Incident Commander(s). The DOC is then responsible for coordinating with the Local Government EOC.



In some incidents, ICS field response organizations may have a direct communications link with the Local Government EOC when it is activated. The ICS field unit may receive policy direction from the Local Government EOC in certain circumstances. Whether this direct linkage occurs will depend upon the size of the emergency event, existing policies of the jurisdiction and the available lines of communication.

ESSENTIAL MANAGEMENT FUNCTIONS

SEMS has five essential functions adopted from the Incident Command System. The field response level uses the five primary ICS functions:

- Command
- Operations
- Planning / Intelligence
- Logistics
- Finance / Administration

At the Local Government, Operational Area, Regional and State levels, the term *management* is appropriately substituted for the term *command*. The titles given the other functions remain the same at all levels.

The concept of using this structure within the SEMS Field Response organization is based on the following:

- Develop the form of the organization to match the function or task to be performed.
- Staff only those functional elements that are required to perform the task.
- Observe the recommended span-of-control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- Deactivate elements no longer required by the incident.

COMMON FEATURES OF ALL ORGANIZATIONAL/RESPONSE LEVELS

SEMS has several features based on ICS. The field response level uses functions, principles, and components of ICS as required in SEMS regulations.

Many of these field response level features are also applicable at local government, operational area, regional and state levels. In addition, there are other ICS features that have application to all SEMS levels. *See Tables on Pages 4 and 5.*

Listed below are the features of ICS which are applicable to all SEMS levels. These features are covered in more detail in Section III.

- Organizational Flexibility / Modular Organization
- Organizational Unity And Hierarchy Of Command/Management
- Manageable Span Of Control
- Personnel Accountability
- Common Terminology
- Comprehensive Resource Management
- Integrated Communications
- Action Planning

SEMS Functions And The Incident Command System

Field Level Response

PRIMARY SEMS/ICS FUNCTION	FIELD RESPONSE LEVEL	EOC LEVELS
Command/ Management	<u>Command</u> is responsible for the directing, ordering, and/or controlling of resources by virtue of explicit legal agency or delegated authority.	<u>Management</u> is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
Operations	Responsible for the coordinated tactical response of all field operations directly applicable to, or in support of, the mission(s) in accordance with the Incident Action Plan.	Responsible for coordinating all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's action plan.
Planning/ Intelligence	Responsible for the collection, evaluation, documentation, and use of information about the development of the incident, and the status of resources.	Responsible for collecting, evaluating, and disseminating information; developing the organizational level's action plan in coordination with the other functions, and maintaining documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.	Responsible for providing facilities, services, personnel, equipment, and materials.
Finance/ Administration	Responsible for all financial and cost analysis aspects of the incident, and for any administrative aspects not handled by the other functions.	Responsible for financial activities and administrative aspects not assigned to the other functions.

LOCAL GOVERNMENT OR OPERATIONAL AREA EOC

FUNCTION	STAFFING CONSIDERATIONS
Management	City/County administrative personnel, emergency management, fire, law enforcement are recommended for use in initial EOC activation's.
Operations	Fire, and/or law enforcement, or emergency management will generally coordinate these activities within the EOC during initial activation's.
Planning/ Intelligence	Emergency Management, CAO, fire, law enforcement, planning dept., and other departments can contribute personnel depending upon the nature of the emergency.
Logistics	Departments of General Services, or Public Works are good candidates to provide personnel for this EOC function. Other departments may also have the background to manage or assist in this function.
Finance/ Administration	City/County CAO, finance departments are candidates for managing this function within an EOC.

REGIONAL/STATE EOC

FUNCTION	STAFFING CONSIDERATIONS
Management	<u>SOC Director</u> - OES Director, Chief Deputy Director, Deputy Directors. REOC Director - Regional Administrators
Operations	To fill Section/Branch Positions: OES, CDF, Fire Marshal, CALEPA, DHS, CHP, CNG, EMSA, Mental Health, DSS, ARC, OSHPD, PUC, etc.
Planning/ Intelligence	OES Staff, CDF, CNG, CALTRANS plus Technical Advisors as necessary from CDMG, DHS, etc.
Logistics	To fill Section/Branch Positions: General Services, OES, CDF, CNG, DPA, EDDP
Finance/ Administration	OES, Department of Finance

SECTION II

APPLYING THE INCIDENT COMMAND SYSTEM

REQUIREMENT TO USE ICS

SEMS regulations state that where an agency has jurisdictional authority over a *multiple-agency emergency incident*, it shall organize the field response using ICS. An emergency incident is defined as an occurrence or event, human-caused or by natural phenomena, which requires action by emergency response personnel to prevent or minimize loss of life or damage to property including natural resources.

In the most rigid sense, ICS within the SEMS Regulations need only be used in incidents which require *multiple agency*, or *multiple jurisdictional* involvement whether they are single discipline (e.g., all fire services or all law enforcement) or multi-discipline. Establishing the ICS would therefore be required whenever an emergency incident involves more than one response agency.

ICS IS RECOMMENDED FOR USE IN ANY EMERGENCY INCIDENT

As a matter of practice and training however, it is of great benefit for agencies to utilize the ICS for managing routinely occurring emergency incidents. This practice provides a seamless integration of ICS into larger emergency operations as they evolve.

Typically, incidents begin with a single response discipline but may rapidly expand to multi-discipline events requiring additional resources. One of the dilemmas often confronting field response agencies has been a "gray area" of when exactly to establish ICS or to continue using an existing agency emergency response system that does not incorporate ICS principles.

There may be natural reluctance or hesitancy for an emergency response agency engaged in emergency operations using its own department's emergency configuration to attempt a transition to form the Incident Command System. This dilemma may be avoided entirely by merely

adopting the ICS as the agency's sole emergency management organization. *ICS is a management system which can be used in any emergency incident.*

A basic premise of ICS use is that in each emergency incident, regardless of its size, the principles of ICS apply. The first on-scene emergency responder has single discipline management responsibility. If the responder is aware of and follows the primary ICS functions, then that person and that department is actually using ICS in day-to-day performance.

ICS provides a built-in capability for modular development so that the form or shape of the ICS organization always meets the functional need.

EXAMPLES OF INCIDENTS WHEN ICS COULD BE USED

The Incident Command System would be easily applicable to the following small and large incidents:

- Major Traffic Collision
- Hostage Situation
- Bomb Incident
- Air Crash
- Hazardous Materials Spill
- Officer Involved Shooting
- Civil Disorder / Riot
- Dignitary Visit
- Large Sporting / Concert Event
- Parades or Marches
- Fires and Explosions
- Natural Disaster (i.e. Earthquake or Flood)

TRANSITIONAL STEPS

Some of the more important "transitional" steps that are necessary in applying ICS in a field incident environment include:

- Recognize and anticipate the requirement that organizational elements will be activated and take the necessary steps to delegate the authority to others.
- Establish incident facilities as needed strategically located to support operations.
- Establish the use of common terminology for organizational functional elements, position titles, facilities and resources.
- Rapidly evolve from providing oral orders and instructions to the development of a written Incident Action Plan.

DISTINCTIONS BETWEEN LAW ENFORCEMENT ICS AND OTHER DISCIPLINES' ICS

The Law Enforcement Incident Command System is essentially identical to the "generic" SEMS Incident Command System. However, some modifications have been made to better meet the needs of law enforcement. Some of the significant distinctions are:

- The term "Officer-In-Charge" (OIC), or "Officer" (as in Operations Officer) is used to describe a person in charge of a Section or Branch. This term may also be referred to as "Section Chief" or "Branch Director" in disciplines other than law enforcement (i.e. the fire service).
- When the Logistics Section is activated, the Staging Officer (Staging Area Manager) reports to the Logistics Section OIC. When the Logistics Section is *not* activated, the Staging Officer reports to the Operations Section OIC.
- The "Incident Scribe" (also referred to as the Command Post Scribe) is a position that may be activated to assist the Incident Commander.
- The "Mutual Aid Response Platoon" is an example of *resource typing* in ordering law enforcement mutual aid resources.

- A "Personnel Branch" may be activated within the Logistics Section to provide law enforcement-related staffing needs to the incident and to coordinate mutual aid and volunteers at the incident.

SECTION III

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM

INTRODUCTION

In 1970, Southern California experienced a fire season of disastrous proportion. In a thirteen day period 16 lives were lost, 772 structures were destroyed and 600,000 acres were burned. The disaster of Southern California provided the impetus for the subsequent development of the *Incident Command System (ICS)*.

Following the Southern California fires, the US Forest Service issued a formal Research Development and Application Charter to design an all risks management system that would assist fire fighting agencies in improving effectiveness and coordination in combating multi-jurisdictional fires. The system was to provide an effective means to deal with emergencies of any nature.

The five year design effort led to a program named *FIREScope*, (Fire fighting Resources of Southern California Organized for Potential Emergencies), whose main product turned out to be the Incident Command System

ICS has been tried, proven, and highly refined since its conception. Its effectiveness as an emergency management system is now recognized and utilized throughout the United States.

The Law Enforcement Incident Command System provides a management structure and system for conducting on-site emergency operations. It is applicable to small scale daily operational activities as well as major mobilizations. Because of its standardized operational structure and common terminology ICS provides a useful and flexible management system that is particularly adaptable to incidents involving multi-jurisdictional or multi-discipline responses.

ICS provides the flexibility needed to rapidly activate and establish an organizational format around those functions that need to be performed.

ICS Operating Requirements

The following are operating requirements of the Incident Command System (ICS)

- The system provides for the following types of operations:
 - Single Jurisdiction responsibility with single agency involvement.
 - Single jurisdiction responsibility with multi-agency involvement.
 - Multi-jurisdiction responsibility with multi-agency involvement.
- The system's organizational structure is able to adapt to any emergency to which public safety would be expected to respond.
- The system is applicable and acceptable to all user agencies.
- The system is able to expand in a rapid manner from an initial response into a major incident. It is able to reduce its size just as rapidly as the organizational needs of the situation decrease.
- The system has common elements in organization terminology and procedure which allows maximum application.
- Implementation of the ICS system should cause the least disruption to existing systems.
- The system is effective in fulfilling all the above requirements and be simple enough to insure ease of understanding.

The Law Enforcement Incident Command System (LEICS)

Management Concepts:

- Common Terminology
- Modular Organization
- Unified Command Structure
- Action Planning
- Manageable Span of Control
- Pre-designated Incident Facilities

- Comprehensive Resource Management
- Integrated Communications
- Area Command

Common Terminology

It is essential for any management system that common terminology be established for the following components: organizational functions, resources, and facilities.

Organizational Functions

Refers to a standard set of five major pre-designated functions:

- Command
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

Resources

Refers to the combination of personnel and equipment used in tactical operations.

Facilities

Refers to common identifiers used for those facilities in and around the incident area which will be used during the course of the incident. These facilities include the Command Post, staging areas, etc.

Modular Organization

The ICS organizational structure develops in a modular fashion based on the nature, size, and anticipated duration of an incident. The intent of this modular feature is that at each level: 1) only those functional elements that are required to meet current objectives need to be activated, and 2) that all elements of the organization can be arranged in various ways within or under the five SEMS essential functions.

The functions of any non-activated element will be the responsibility of the next highest element in the organization. Each activated element must have a person in charge of it that is based on job expertise and qualifications. Rank is not necessarily the sole determinant when filling ICS positions. It is also possible that one supervisor

may be in charge of more than one functional element.

The concept of using this structure within the SEMS Field Response organization is based on the following:

- Develop the form of the organization to match the function(s) to be performed.
- Fill only those organizational elements that are required.
- Stay within recommended span of control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- Deactivate elements no longer required by the incident.

The designated organizational elements established for use in the Incident Command System are listed below. How these are applied in ICS will vary slightly from section to section within the organization.

- Command
- Section
- Branches
- Divisions or Groups
- Units
- Teams, Task Forces, single resources or other elements are defined by agency policy.

Within the ICS the first management assignments will be made by the Incident Commander and will normally be a Section Officer-In-Charge, (OIC). The purpose of the Section OIC is to manage specific functional areas. Section OICs may further delegate management authority for their areas as required. If the Section OIC realizes the need, other functional branches may be added within the section. Similarly, each functional Branch OIC will further assign individual tasks within the branch as needed.

Most law enforcement operations remain at a level that the organization does not expand. It remains small in most instances, so only activate what is actually needed!

Unified Command Structure

Unified Command is a procedure used at incidents which allows all agencies with geographical, legal or functional responsibility to establish a common set of incident objectives and strategies, and a single Incident Action Plan.

A single Operations Section Chief will have the responsibility for implementing and managing the operations portion of the Incident Action Plan under Unified Command.

The use of Unified Command is a valuable tool to help ensure a coordinated multi-agency response. Unified Command procedures assure agencies that they do not lose their individual responsibility, authority, or accountability.

Unified Command is highly flexible. As the incident changes over time with different disciplines moving into primary roles, the Unified Command structure and personnel assignments can change to meet the need.

Primary Features of a Unified Command Incident Organization

- A single integrated incident organization.
- Collocated (shared) facilities.
- A single planning process and Incident Action Plan.
- Shared planning, logistical and finance/administration operations.
- A coordinated process for resource ordering.

Advantages of using Unified Command

- One set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident goals.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's authority or legal requirements will be compromised or neglected.
- Each agency is fully aware of the plans, actions and constraints of all others.

- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Collective goals and strategies on major multi-jurisdictional incidents should be in written format. The goals and strategies will then guide development of the action plan. Under the Unified Command structure of the ICS the implementation of the action plan is still accomplished under the direction of the designated Field Operations OIC.

The Field Operations OIC will usually be selected from the agency having the most jurisdictional involvement. All Agencies involved with functional responsibilities in the incident and represented in the Unified Command structure will agree on the selection and designation of the Field Operations OIC. Other jurisdictional agencies may be represented as deputies to the Field Operations OIC.

Action Planning

An Action Plan is also referred to as "Incident Action Plan, Consolidated Action Plan, or Operations Plan."

Every incident requires an action plan. Though not always accomplished in a documented format for small incidents of short duration, a *written* action plan should be developed and implemented when:

- Resources from multiple agencies are used.
- Multiple jurisdictions are involved.
- The incident will require a change in shifts of personnel and/or equipment.

The plan should cover all tactical and support activities.

The Incident Commander (or Unified Command) will establish goals and determine strategies for the incident based upon the requirements of the jurisdiction. Within the Unified Command the incident objectives must adequately reflect the policy needs of participating agencies.

For specific details regarding action planning refer to Section V of this guide.

Manageable Span of Control

Safety factors as well as sound management principles will dictate span of control considerations. The span of control should range from three to seven subordinates with a span of control of five being established as optimal and generally acceptable.

The type of incident, nature of tasks to be performed, and safety factors are all important management considerations in determining supervisor /subordinate ratio. The changes that occur during a rapidly developing situation are another consideration in determining span of control. Planning for change is essential at such times to avoid indiscriminate resources ordering which will directly affect span of control effectiveness.

Pre-Designated Incident Facilities

Certain facilities and locations should be designated in the pre-emergency phase for use during emergency events. The determination of these facilities and their locations will be based upon the requirements of the incident and at the direction of the Incident Commander. The Incident Commander will cause the activation of these facilities as needed at the outbreak of the emergency event. These facilities may be used as:

- Staging Areas
- Command Posts
- Mass Care Centers
- Evacuation Centers

Comprehensive Resource Management

Resources may be organized as either single resources or as task forces. Strict accountability is absolutely essential and can be accomplished by:

- Establishing mandatory initial check-in procedures.
- Assigning a current status condition.

- Ensuring all changes to resources, locations and status conditions are promptly reported to the appropriate functional unit.

Integrated Communications

Communication systems require advanced planning. This planning should include the development of frequency inventories which will support tactical and support resources, frequency sharing agreements, use of synthesized mobile/portable radio equipment, cellular phones, and the use of available state and federal communications equipment.

Communications should be established at an incident based communications center.

All radio communications should be transmitted in *clear text*, agency specific codes should *not* be used.

Area Command

Area Command is a part of the Incident Command System as a supplemental organization to:

- Oversee the management of multiple incidents within the impacted area.
- Oversee the management of a very large emergency incident that has multiple incident management teams.

Area Command has the responsibility to set overall strategy and priority, allocate critical resources based on priorities, ensure that incidents are properly managed, strategy is observed, and objectives are met.

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Command Staff

The Command Staff consists of the Incident Commander, Deputy Incident Commander, Public Information Officer, Incident Scribe, Safety Officer (when activated), and Liaison Officer. *See Figure 3.*

Incident Commander (IC)

The Incident Commander is responsible for all incident activities including the development of strategies and tactics and the ordering of and the release of resources. The Incident Commander has complete authority and responsibility for the conduct of overall operations.

It is operationally imperative that the Incident Commander delegate authority and assignments to qualified subordinates. This is best accomplished through "mission tasking." Mission tasking allows the IC to give direction to subordinate supervisors in broad parameters without suppressing initiative of those responsible for the detailed execution of action plans. The authority of the Incident Commander is exercised to direct and control the work effort of subordinates and influence the outcome of the coordinated actions.

Duties and responsibilities:

- ☐ Establish incident command post.
- ☐ Assess the evolving emergency situation.
- ☐ Assign necessary staff.
- ☐ Activate needed ICS elements and selected section leadership.
- ☐ Conduct initial briefing and begin planning and intelligence process.
- ☐ Approve all plans, incident action plan, resources orders, media releases, demobilization plan.
- ☐ Ensure coordination of staff actions and activities.
- ☐ Manage incident operations through staff field operations offices.

Deputy Incident Commander

(DIC)

In large incidents, the Deputy Incident Commander position may be activated. The Deputy Incident Commander is the principal assistant to the IC. The DIC receives duty assignments and staff direction from the IC.

Duties and responsibilities:

- ☐ Assume interim command of all operational functions in the absence of the IC;
- ☐ Verify task completion by functional areas;
- ☐ Appoint agency representatives to outside agencies' EOCs;
- ☐ Request liaison personnel from outside agencies involved in the emergency;
- ☐ Review and ensure completion of all administrative duties, situation reports, logs, journals, section activities reports;
- ☐ Assist the IC as directed.

Public Information Officer (PIO)

The Public Information Officer, a member of the Command Staff, is the sole person responsible for the formulation and release of information to the media as directed by the IC. In the unified command, though many agencies represented may have a PIO, a single Public Information Officer for the unified command is appointed. All releases are approved by the Incident Commander or Unified Command Structure.

Duties and responsibilities:

- ☐ Establish an information center separate from all other activities, when possible.
- ☐ Arrange for work space, materials and staffing.
- ☐ Prepare initial information summary and maintain file of all subsequent summaries.
- ☐ Obtain IC approval for all press releases.
- ☐ Release approved news to the media and post such releases in the incident command post promptly.
- ☐ Arrange meetings between incident personnel and the media.
- ☐ Provide media escort services for media and VIPs.

- ☐ Observe all constraints on news releases imposed by the IC.
- ☐ Maintain a unit log.

Incident Scribe

The activation of this position is at the discretion of the Incident Commander. The functions of this position are generally conducted by the Plans/Intelligence Section, when activated.

At the direction of the Incident Commander, the Incident Scribe shall record information from all incident message forms with reference to time, message, and action taken.

Duties and responsibilities:

- ☐ Maintain and periodically distribute a situation report.
- ☐ Gather incident related information from other sections for entry into the Command Post Log.
- ☐ Refer newsworthy information to the Public Information Officer.
- ☐ Ensure that all messages are appropriately routed.

Safety Officer

The Safety Officer reports directly to the IC. This position is *mandated* by OSHA for all hazardous materials incidents. For other incidents, when activated, the Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer has the authority to stop all unsafe activity on an incident that is deemed to be *outside the scope of the incident action plan*.

At major disasters or at particularly traumatic events, the Safety Officer typically coordinates the response and deployment of Critical Incident Stress Management (CISM) personnel. It should be noted that CISM is a professional psychological function and should not be attempted at a lay person level without professional guidance. Nevertheless, CISM is an important health issue for response personnel and planning efforts should include provisions for its implementation.

Liaison Officer (LNO)

The Liaison Officer is a member of the Command Staff and is the point of contact for the mutual aid agency representatives. This may include representatives from other law enforcement agencies, fire services, emergency medical providers, Red Cross, Public Works, Coroner's Office, Health Services, etc. The Liaison Officer will be from the agency having jurisdictional responsibility for the emergency.

Duties and responsibilities:

- ☐ Obtain a briefing from the Incident Commander.
- ☐ Provide a point of contact for assisting/mutual aid agency representatives.
- ☐ Identify agency representatives from each agency including the Communications link and their location.
- ☐ Respond to requests from incident personnel for their inter-organizational contacts.
- ☐ Monitor the incident operations to identify what might be potential inter-organizational problems.
- ☐ Provide information and maintain a liaison with other Government and Law Enforcement agencies.
- ☐ Maintain a unit log.

Agency Representatives

An individual assigned from an assisting agency who has the delegated authority to make decisions affecting that agency's participation in emergency operations. Upon arriving at the designated staging area the Agency Representative reports to the Liaison Officer. Each responding agency should assign only one representative to the incident.

Duties and responsibilities:

- ☐ Ensure that all agency resources have checked-in.
- ☐ Obtain situation briefing from the LNO.
- ☐ Establish a working location and advise agency personnel that the Agency Representative position has been filled.
- ☐ Attend planning meetings as required.
- ☐ Provide input regarding the use of agency resources.

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Operations Section

The Operations Section holds the responsibility for the coordinated tactical response of the incident. This may include, but is not limited to, the deployment of personnel in response to a civil disorder, coordinated response to an evacuation, support of fire services, coordinated response to rescue operations, etc. *See Figure 4.*

Operations Officer

The Operations Officer, also identified as the Field Operations Officer-In-Charge (OIC), is responsible for the implementation and management of all operational plans and supervises the Operations Section. The Operations Section OIC activates and supervises the organizational elements of the response in accordance with the Incident Action Plan and directs its implementation. The Operations Section OIC also coordinates unit tactics with other staff members, requests or releases resources, makes situational changes to the plan as necessary and reports such changes to the Incident Commander.

Duties and responsibilities:

- ☐ Obtain a briefing from the IC.
- ☐ Exercise direction and control over on-going operational activities in accordance with the incident action plan.
- ☐ Supervise and direct section personnel.
- ☐ Coordinate Operations Section activities with all other staff sections.
- ☐ Recommend the site locations for support activities.
- ☐ Assist in determining additional needed resources.
- ☐ Advise the IC on all developments and changes in the tactical situation.
- ☐ Maintain a unit log.

Operations Dispatcher

The Operations Dispatcher functions under the control of the Field Operations OIC. The

dispatcher manages and controls all tactical radio and data frequencies used in support of the emergency incident. In major disasters or complex emergency events a supervising dispatcher may be activated.

Duties and responsibilities:

- ☐ Dispatch field units as directed by the Field Operations OIC.
- ☐ Maintain unit designation board depicting status and availability of field operations staff.
- ☐ Coordinate activities of the unit and with other agency dispatchers.
- ☐ Maintain a unit log.

Branch Officer-In-Charge

The Branch OIC functions within the Field Operations Section. The Operations Section OIC will assign specific portions of the incident action plan to the Branch OIC for implementation. The Branch OIC retains authority and control of resources assigned to accomplish tasks. Routine status on conditions and progress are provided to the Field Operations OIC.

Duties and responsibilities:

- ☐ Review assignments with subordinate staff and modify where appropriate.
- ☐ Attend planning meetings when requested.
- ☐ Assign specific tasks to mission group supervisors.
- ☐ Provide timely information to the Field Operations OIC on situation changes, rescues, plans modifications and hazards.
- ☐ Maintain a unit log.

Mission Group Supervisor

The Mission Group Supervisor functions within the Operations Section. The group is activated upon identified need in the incident action plan.

Duties and responsibilities:

- ☐ Implementation of assigned portions of the action plan.
- ☐ Task assignments within the group.

- ☐ Progress and situation reports to the Branch OIC or the Operations Section OIC.
- ☐ Maintain a unit log.

Task Force Leader

The Task Force Leader functions within the Operations Section. When activated it is responsible for specific tactical assignments. Assignments may include: traffic/crowd control, site evacuations and security; reports progress on mission assignments to the next higher supervisory level.

Duties and responsibilities:

- ☐ Review assignment with subordinates.
- ☐ Makes essential changes to plans;
- ☐ Coordinates with adjacent task forces and units.
- ☐ Reports situation and resources status to next higher level.
- ☐ Maintain a unit log.

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Planning/Intelligence Section

The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use at the incident. Additionally, the Planning/Intelligence Section reviews and develops incident intelligence information to assist in development of contingency plans for the Incident Commander. The section also prepares briefings for the Incident Commander and the Emergency Operations Center's staff related to new or updated intelligence information. *See Figure 5.*

Planning/Intelligence Officer

The Planning/Intelligence Officer, also identified as the OIC, is a member of the Incident Commander's staff and is responsible for the operation of the Planning/Intelligence Section. This position provides information needed to understand the current situation, predicts probable course of incident events, assists in preparing alternative strategies and control operations for the incident, and coordinates with other staff members.

Duties and responsibilities:

- ☐ Collect and process situation information about the incident.
- ☐ Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- ☐ Supervise preparation of the Incident Action Plan.
- ☐ Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- ☐ Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units).
- ☐ Determine need for any specialized resources in support of the incident and serve as liaison to all technical specialists.
- ☐ If requested, assemble and disassemble strike teams and task forces not assigned to operations.

- ☐ Establish special information collection activities as necessary. Examples: weather, toxic hazards, suspect profiles.
- ☐ Assemble information on alternative strategies.
- ☐ Provide periodic predictions on incident potential.
- ☐ Report any significant changes in incident status.
- ☐ Compile and display incident status information.
- ☐ Inform the IC of termination trends in the incident and oversee preparation of Incident demobilization plan.
- ☐ Incorporate the incident traffic plan (from Ground Support) and other supporting plans into the Incident Action Plan.
- ☐ Obtain briefings from the Incident Commander (IC) and the Operations Officer.
- ☐ Activate and supervise the needed Planning/Intelligence Branches/Groups.
- ☐ Schedule and conduct intelligence briefings and debriefings.
- ☐ Deploy intelligence group(s) as needed to gather information.
- ☐ Maintain a Section log.

Resources Unit Leader (RESTAT)

The Resource Unit Leader, also referred to as the RESTAT Unit Leader, functions within the Planning/Intelligence Section.

The Resource Unit establishes all incident check-in activities and is responsible for the preparation, processing and reporting of resource status change information.

Duties and responsibilities:

- ☐ Obtain briefings and special instructions from Planning/Intelligence Section OIC.
- ☐ Maintain liaison between Operations and Logistics Sections concerning needed and acquired resource movement.
- ☐ Establish and maintain check-in function at incident locations.
- ☐ Prepare and maintain command post displays.

- ☐ Assign duties to Resource Unit personnel.
- ☐ Effect resource orders or releases.
- ☐ Participate in Planning/Intelligence section meetings.
- ☐ Maintain incident tactical resource status log.
- ☐ Maintain master roster of all resources checked-in at the incident.
- ☐ Prepare Organizational Assignment List and the Organizational Chart.
- ☐ Prepare appropriate parts of Division Assignment Lists.
- ☐ Provide resources summary information to Situation Status Unit as required.

Check-In Recorder

The Check-In Recorder functions as a part of the Resource Status Unit. The Recorder establishes check-in locations to ensure accountability of all resources assigned to an emergency incident.

Duties and responsibilities:

- ☐ Receive briefings from the Resource Unit Leader.
- ☐ Establish communications with the Communication Center.
- ☐ Record check-in information on appropriate lists.
- ☐ Transmit check-in information to Resources Unit on determined schedule.
- ☐ Forward completed check-in lists and all status changes to the Resources Unit.

Situation Unit Leader (SITSTAT)

The Situation Unit Leader, also known as the SITSTAT Unit Leader, functions within the Planning/Intelligence Section. The Leader is responsible for the collection and organization of incident situation and status information. The Leader performs analysis, evaluations and displays that information for use by ICS staff and agency personnel.

Duties and responsibilities:

- ☐ Obtain a briefing and special instructions from Planning/Intelligence Section OIC.

- ☐ Supervise the preparation and maintaining of command post displays of incident information.
- ☐ Assign duties to Situation Unit personnel.
- ☐ Collect incident data for duration of incident.
- ☐ Monitor media broadcasts.
- ☐ Obtain sound and video recordings, photographs, of the incident when feasible.
- ☐ Prepare estimates at periodic intervals or upon request.
- ☐ Post data on unit work displays and command post displays at scheduled intervals.
- ☐ Participate in incident planning meetings as required.
- ☐ Prepare Incident Status Summaries.
- ☐ Prepare Traffic Plan (external and internal to the incident).
- ☐ Provide photographic services and maps.
- ☐ Provide resource and situation status information in response to specific requests.
- ☐ Maintain Situation Unit records.

Field Observers

Field Observers are a part of the Situation Status Unit. When activated they are responsible for the collection of information by personal observations at the incident (e.g., law enforcement officers working plain clothes as part of a large demonstration). They provide information to the Situation Unit Leader .

Duties and responsibilities:

- ☐ Obtain a briefing from the Situation Unit Leader.
- ☐ Making a determination of:
 - location of assignment;
 - type of information;
 - priorities;
 - time limits for completion;
 - method of communication;
 - method of transportation.
- ☐ Obtain the necessary equipment and supplies for field duties.
- ☐ Perform field observations.

- ☐ Report information to Situation Unit by established procedure.

Casualty Information

Casualty Information is a part of the Situation Status Unit and establishes a centralized location for recording all incident related casualties. Information sources for casualty information may include, but are not limited to: the County Coroner's or Medical Examiner's Office, Emergency Medical Services, Fire Services, Red Cross, etc.

Casualty Information shall ensure:

- ☐ There is accurate reporting of information concerning deaths, injuries, missing and returned persons.
- ☐ Casualty Information is not released to the media or public without authorization of the Incident Commander.

NOTE: Information regarding casualties of law enforcement, fire services, and other involved response agencies shall remain separate from other casualty information.

- ☐ Liaison is established with the American Red Cross and others to obtain information regarding evacuation centers and evacuees.
- ☐ Liaison is established with the Coroner for the flow of information regarding incident-related deaths.
- ☐ Liaison is established with medical providers to obtain casualty information.
- ☐ Personnel are assigned and deployed to hospitals, first-aid stations, and morgues to acquire casualty information.
- ☐ A listing of designated hospitals, evacuation centers, temporary first-aid stations and morgue facilities, is compiled and available to the Operations Section.
- ☐ A unit log is maintained.

Display Processor

The Display Processor a part of the Situation Status Unit, is responsible for the display of incident status information obtained from field

observers, casualty information, resource status reports, aerial and other photos, and other informational data.

Duties and responsibilities:

- ☐ Obtain a briefing and assignment from the Situation Leader.
- ☐ Make a determination of:
 - numbers, types and locations of displays required;
 - priorities;
 - map requirements for incident action plan;
 - time limits for completion.
- ☐ Obtain the necessary equipment and supplies.
- ☐ Obtain a copy of the incident action plan for each operational period.
- ☐ Assist the Situation Leader in analyzing and evaluating field reports.
- ☐ Develop required displays in accordance with the time limits for completion.

Weather Observer

The Weather Observer functions within the Situation Status Unit and is responsible for collecting incident related weather information - past, present, and forecasted. Providing weather information is especially critical during fires, a hazardous materials incident or during times of heavy rains.

Duties and responsibilities:

- ☐ Obtain a briefing from the Situation Leader.
- ☐ Make a determination of:
 - nature and location of weather systems;
 - weather data collection methods to be used;
 - priorities for collection;
 - frequency of reports;
 - method of reporting.
- ☐ Record and report weather observations.

Documentation Unit Leader

The Documentation Unit Leader functions within the Planning/Intelligence Section and is responsible for maintaining accurate and complete incident files. The unit also provides duplication services to incident staff personnel and at the termination of the emergency incident, packs and stores incident files for legal and historical purposes.

Duties and responsibilities:

- ☐ Establish and organize incident files.
- ☐ Establish duplication services.
- ☐ Retain and file copies of official forms and reports.
- ☐ Collect and file reports and forms submitted by other incident organizational units.
- ☐ Check accuracy and completeness of records submitted for files.
- ☐ Contact appropriate units regarding errors or omissions.
- ☐ Provide copies of forms and reports to authorized personnel.
- ☐ Prepare incident documentation for the Planning/Intelligence Section OIC.
- ☐ Store and maintain incident files for after incident use.

- ☐ Collect other section/unit logs for historical record purposes.
- ☐ Maintain a unit log.

Demobilization Unit Leader

The Demobilization Unit Leader functions within the Planning/Intelligence Section and is responsible for the preparation of the demobilization plan and assisting incident sections/units to ensure that an orderly, safe and cost effective movement of personnel and equipment is accomplished following the emergency incident.

Duties and responsibilities:

- ☐ Review incident resources records to determine probable size of demobilization effort;
- ☐ Assess and fill Unit's Demobilization needs for additional staff personnel;
- ☐ Confirm the Incident Command objectives, priorities, and constraints on demobilization.
- ☐ Meet with Agency Representatives to determine:
 - those agencies not requiring formal demobilization;
 - personnel rest and safety considerations;
 - coordination procedures with cooperating/assisting agencies.
- ☐ Be aware of ongoing Operations Section resource needs.
- ☐ Identify surplus resources and probable release times.
- ☐ Determine finance, supply and other incident check-out procedures.
- ☐ Evaluate incident logistics and transportation capabilities to support the demobilization effort.
- ☐ Establish communications links with appropriate off-incident facilities.
- ☐ Prepare demobilization plan - plan to include the following sections:
 - General - Discussion of demobilization procedures.
 - Responsibilities - Specific implementation responsibility and activity.

- Release Priority - According to agency, kind, and type of resources.
- Release Procedures - Detailed steps and process to be followed.
- Directories - Maps, telephone numbers, instructions, etc.
- ☐ Confirm approval of Demobilization Plan.
- ☐ Distribute plan to all processing points (on and off incident).
- ☐ Ensure that all section/units understand their responsibilities within the plan.
- ☐ Assist in the implementation and coordination of the Demobilization Plan.
- ☐ Brief Planning/Intelligence Section OIC on progress of demobilization.
- ☐ Complete all records prior to departure.
- ☐ Maintain unit log.

Technical Specialists

Technical Specialists are advisors with special skills which may be needed to support incident operations. When activated they function within the Planning/Intelligence Section.

Technical Specialists may function within an existing branch or form a separate branch if required, or be reassigned to other sections of the organization (e.g., a chemist who could provide technical information on the probable health hazards or extent of an evacuation for a hazardous materials incident).

Duties and responsibilities:

- ☐ Report to the Planning/Intelligence Section OIC to obtain a briefing and special instructions.
- ☐ Participate in the development of an incident action plan and review the general control objectives, including alternative strategies as requested.
- ☐ Respond to requests for information about the limitations and capabilities of resources.
- ☐ Collect and transmit records and logs to the documentation unit at the end of each operational period.

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Logistics Section

All incident support needs (e.g. personnel, equipment, supplies) are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by the Air Support Group in the Air Operations Branch. *See Figure 6.*

An additional responsibility of the Logistics Section is to develop sources for obtaining materiel support from resources outside of the jurisdiction involved.

The Logistics Section will anticipate the staffing needs for the duration of the incident, as well as the acquisition of equipment and supplies, to facilitate an immediate response to a request for logistical support.

This Section will maintain a liaison with stations, facilities, EOCs, Counties and Cities that can provide logistical and personnel support.

The responsibility for maintaining a list of private vendors that can provide logistical support, which includes the DOC/EOC or Command Post operation, is held by the Logistics section as well as the Security staffing for the DOC/EOC or Command Post.

Logistics Officer

The Logistics Section Officer, also referred to as the Logistics OIC, is responsible for providing facilities, services, staffing and materiel in support of the incident. In smaller incidents the Logistics OIC may also be responsible for all financial and cost analysis aspects of the incident. The Logistics OIC will participate in the development and implementation of the incident action plan as well as activating and supervising the Branches and Groups within the Logistics Section.

Duties and responsibilities:

- ☐ Obtain a briefing from the Incident Commander.
- ☐ Plan and coordinate the activities of the Logistics Section and supervising assigned personnel.

- ☐ Recommend a location for a staging area to the Incident Commander after consulting with the Operations OIC.
- ☐ Assign personnel to staff the Logistics Section as needed.
- ☐ Determine the extent of current and anticipated field operations and planning for necessary logistical support.
- ☐ Establish contact with OES, Mutual Aid Regional Coordinator, and other potential resource agencies, if applicable.
- ☐ Provide, maintain and control selected equipment, supplies, facilities, and commercial services required by the Operations Section.
- ☐ Provide security for the Field Command Post and staging area, and other areas as required.
- ☐ Participate in the preparation of an incident action plan.
- ☐ Coordinate and process requests for additional resources.
- ☐ Provide and advise on current services, support and personnel capabilities.
- ☐ Estimate future services, support and personnel requirements.
- ☐ Ensure that incident communications equipment requirements are met.
- ☐ Recommend the release of resources in conformity with a demobilization plan.

Security Officer

The Security Officer shall coordinate activities of the Security Group and supervise assigned personnel under the direction of the Logistics OIC. Additionally, they shall provide security for Field Command Posts, staging areas, and any location being staffed for the incident. This would also include the security at an DOC/EOC.

Duties and responsibilities:

- ☐ Preparing and submitting a security plan for the Field Command Post, staging area and other facilities to the Logistics Officer.
- ☐ Provide necessary security for the staging area to safeguard equipment and personnel.
- ☐ Provide escorts for dignitaries admitted to the Field Command Post or staging area.

- ☐ Ensure that security posts are staffed as required.
- ☐ Issue various passes to authorized personnel as needed.
- ☐ Deny entrance to unauthorized officers and other persons.
- ☐ Notify the Incident Commander of City/County officials and dignitaries requesting to visit the Command Post.
- ☐ Maintain a unit log.

Staging Officer

The Staging Officer, also referred to the Staging Area Manager, under the direction of the Logistics OIC is responsible for maintaining a location where personnel and equipment can be staged to support an incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Logistics OIC.
- ☐ Establish a staging area layout.
- ☐ Determine any support needs for equipment, feeding, sanitation and security.
- ☐ Establish a check-in procedure, and post signs so that arriving resources can easily find the check-in and stand-by locations.
- ☐ Request maintenance service for equipment at the staging area as appropriate.
- ☐ Report resource status changes or shortages, as required, by maintaining records of what was ordered and what has arrived.
- ☐ Arrange for storage facilities for impounded vehicles.
- ☐ Supervise the parking and safeguarding of law enforcement personnel's private vehicles which may be parked at or near the staging area.
- ☐ Demobilize the staging area in accordance with incident demobilization plan:
 - Ensure a clean up of the staging area.
 - Assess any damage to the staging area property/facilities.
 - Remove all equipment and supplies from within the staging area.
- ☐ Maintain a unit log.

Service Branch OIC

The Service Branch OIC, when activated, is under the supervision of the Logistics Section OIC and is responsible for the management of all service activities at the incident. The Service Branch provides and maintains communications equipment (radio technician may fill this spot), provides medical support to incident personnel, and makes provisions so that assigned personnel can be fed.

Duties and responsibilities:

- ☐ Obtain a briefing from Logistics Section OIC.
- ☐ Obtain working materials (e.g., radio equipment, order forms, food ordering procedures).
- ☐ Determine the level of service required to support operations (e.g., the number of portable radios needed).
- ☐ Participate in planning meetings of the Logistics Section personnel to assist in developing information on service activities (e.g., the amount of food needed, the location personnel can be fed).
- ☐ Maintain a unit log.

Communications Unit

This Unit, under the direction of the Service Branch OIC or Logistics Section OIC, is responsible for developing plans for the effective use of incident communications and equipment such as available frequencies or communication capabilities, distribution of communication equipment to incident personnel, and the maintenance and repair of communications equipment.

Duties and responsibilities:

- ☐ Obtain a briefing from the Service Branch OIC or Logistics Section OIC.
- ☐ Determine the communications unit personnel.
- ☐ Advise the Logistics Section OIC regarding communications capabilities/limitations.
- ☐ Prepare and implement the incident radio communications plan, if appropriate.

- ☐ Ensure that the incident communications and message systems are established.
- ☐ Set-up telephone and public address systems.
- ☐ Establish appropriate communications distribution/maintenance locations.
- ☐ Ensure that communications systems are installed and tested.
- ☐ Ensure that an equipment accountability system is established.
- ☐ Ensure that radio equipment is distributed, per radio plan, giving special attention to battery re-supply and/or recharging.
- ☐ Supervise the communications unit activities.
- ☐ Maintain records on all communications equipment.
- ☐ Recover equipment from relieved or released units.
- ☐ Provide technical information as required on:
 - The adequacy of communications systems currently in operation.
 - The geographic limitations on communications systems.
 - Equipment capabilities.
 - The amount and types of equipment available.
 - The anticipated problems in the use of communications equipment.
- ☐ Maintain a unit log.

Medical Unit

This Unit is responsible for the development of the Medical Plan to support ICS personnel under the direction of the Service Branch OIC. The plan will include information regarding obtaining medical aid, transportation for injured personnel, and preparation of reports and records.

Duties and responsibilities:

- ☐ Obtain a briefing from the Service Branch OIC or the Logistics Section OIC.
- ☐ Determine the level of medical activities prior to activation of the medical group. Prepare a Medical Plan, if appropriate.
- ☐ Prepare procedures for major medical emergencies with the appropriate health or medical authorities.

- ☐ Arrange for medical aid (e.g., paramedics).
- ☐ Arrange for medical transportation.
- ☐ Arrange for medical supplies.
- ☐ Prepare medical reports.
- ☐ Maintain a log of all serious injuries/deaths occurring to incident personnel.
- ☐ Advise compensation/claims unit of all serious injuries/deaths occurring to incident personnel.
- ☐ Maintain a unit log.

Food Unit

The Food Unit, under the direction of the Service Branch OIC (when activated) or the Logistics Section OIC, is responsible for determining feeding requirements at all incident facilities and/or operational locations. The Food Unit will meet these feeding requirements by procurement or production as appropriate, to the situation and unit capabilities. Overall responsibilities may include menu planning, determining cooking facilities required for food preparation, serving requirements, providing potable water, and general maintenance of the food service areas.

Duties and responsibilities:

- ☐ Obtain a briefing from the Service Branch OIC or the Logistics Section OIC.
- ☐ Determine a method of feeding which is most appropriate to the situation, and coordinate with the Logistics and Finance Section.
- ☐ Obtain the necessary equipment and supplies to operate the food service facilities.
- ☐ Set-up food equipment.
- ☐ Ensure that appropriate health and safety measures are taken.
- ☐ Ensure that sufficient potable water is available to meet the incident needs.
- ☐ Provide a supply unit with food supply orders in advance of feeding time.
- ☐ Demobilize the Food Unit in accordance with incident demobilization plan.
- ☐ Maintain a unit log.

Support Branch OIC

When activated, the Support Branch OIC is under the direction of the Logistics Section OIC and is responsible for the development and implementation of logistics plans in support of the incident action plan. This may vary from the ordering of expendable supplies to providing and maintaining vehicular support. The Support Branch OIC supervises the operations of the Facilities, Maintenance, Ground Support, and Supply units.

Duties and responsibilities:

- ☐ Obtain a briefing from the Logistics Section OIC.
- ☐ Identify Support Branch Personnel.
- ☐ Determine the initial support operations in coordination with the Logistics Officer and the Service Branch.
- ☐ Prepare initial organization and assignment for support operations.
- ☐ Assemble and brief the Support Branch Personnel.
- ☐ Determine if assigned branch resources are sufficient.
- ☐ Resolve any problems associated with requests from the Operations Section.
- ☐ Maintain a unit log.

Facilities Unit

The Facilities Unit Leader reports to the Support Branch OIC. *If the Support Branch is not activated the Facilities Unit Leader reports to the Staging Officer.*

The Facilities Unit Leader is primarily responsible for the layout and activation of support facilities such as sanitation, eating, resting etc. These types of facilities are especially important for long term operations.

Duties and responsibilities:

- ☐ Obtain a briefing from the Support Branch OIC or, if appropriate, the Staging Officer.
- ☐ Receive a copy of the incident action plan.
- ☐ Participate in the Logistics Section planning activities.

- ☐ Determine the requirements for each facility to be established.
- ☐ Ensure that all facilities are set up and properly functioning.
- ☐ Notify group leaders of the facility layout.
- ☐ Obtain personnel to operate facilities.
- ☐ Provide rest facilities.
- ☐ Provide facility maintenance services (e.g., sanitation, lighting, clean-up).
- ☐ Participate in the demobilization of the staging area.
- ☐ Report any damage to the Support Branch OIC or, if appropriate, the Staging Officer.
- ☐ Report the amount of supplies used to the Support Branch OIC or, if appropriate, the Staging Officer.
- ☐ Maintain a record of all units using facilities.
- ☐ Maintain a unit log.

Maintenance Unit

The Maintenance Unit Leader who reports to the Support Branch OIC, is tasked with the facilities and equipment maintenance.

Duties and responsibilities:

- ☐ Obtain a briefing from the Support Branch OIC or, if appropriate, the Logistics Section OIC.
- ☐ Participate in the Support Branch/Logistics Section Planning activities.
- ☐ Fuel, maintain, and repair ground support vehicles.
- ☐ Requisition maintenance and repair supplies.
- ☐ Maintain reports of damage/loss, and maintenance of department equipment.
- ☐ Maintain a unit log.

Ground Support Unit

The Ground Support Unit is primarily responsible for the transportation of personnel, supplies, food and other ground support equipment.

Duties and responsibilities:

- ☐ Obtain a briefing from Support Branch or Logistics Section OIC.

- ☐ Participate in Support Branch/Logistics Section planning activities.
- ☐ Maintain out-of-service resources.
- ☐ Notify the Support Branch of all status changes on support and transportation vehicles.
- ☐ Maintain an inventory of support and transportation vehicles
- ☐ Provide transportation services.
- ☐ Collect information on rented equipment (e.g., number of hours on a generator, mileage, etc.).
- ☐ Receive and assign vehicles that have arrived at the staging area.
- ☐ When required, establish and maintain a helicopter landing site.
- ☐ Maintain a unit log.

Supply Unit

The Supply Unit Leader is primarily responsible for ordering equipment, and supplies; receiving and storing all supplies for incident; maintaining an inventory of supplies; and serving non-expendable supplies and equipment. The unit is under the direction of the Support Branch OIC (when activated) or the Logistics Section OIC.

Duties and responsibilities:

- ☐ Obtain briefing from Support Branch OIC or Logistics Section OIC.
- ☐ Participate in Logistics Section/Support Branch planning activities.
- ☐ Activate and supervise Ordering Managers and Receiving/Distribution Managers to coordinate materiel acquisition and distribution.
- ☐ Provide Command, Operations, Planning/Intelligence, Logistics, and Finance/Administration with work materials.
- ☐ Determine the type and amount of supplies enroute.
- ☐ Review Incident Action Plan for information on operations of the Supply Unit.
- ☐ Develop and implement safety and security requirements.

- ☐ Order, receive, distribute, and store supplies and equipment.
- ☐ Receive and respond to requests for supplies and equipment.
- ☐ Maintain inventory of supplies and equipment.
- ☐ Service reusable equipment.
- ☐ Demobilize Supply Unit.
- ☐ Submit reports to the Support Branch OIC.
- ☐ Maintain unit log.

Armorer

The Armorer is responsible for the repair and/or replacement of appropriate authorized weapons. The Armorer reports to the Supply Unit Leader.

Duties and responsibilities:

- ☐ Obtain briefing from Supply Unit Leader.
- ☐ Determine:
 - _____ location of work station;
 - _____ types and numbers of weapons deployed to the incident.
- ☐ Set-up secure storage/work area.
- ☐ Establish inventory and accountability system.
- ☐ Obtain spare parts and/or replacement weapons as necessary.
- ☐ Receive, replace, or repair all weapons as required.
- ☐ Ensure that all appropriate safety measures are taken in work/testing area.

Personnel Branch OIC

When activated, the Personnel Branch OIC is under the direction of the Logistics Section OIC and is responsible for providing the staffing needed to respond to the incident (e.g., law enforcement personnel and volunteers). The Personnel Branch OIC supervises the staffing for the operation and coordinates with the Operations Section, Plans Section and Logistics Section to provide the required personnel.

Duties and responsibilities:

- ☐ Obtain a briefing from the Incident Commander and the Logistics OIC.

- ☐ Attend planning meetings to gather information on all overall strategy and personnel requirements.
- ☐ Establish a check-in function at incident location and coordinate with the Staging Officer.
- ☐ Prepare and maintain a Command Post display of the organizational chart and resource allocation and deployment.
- ☐ Establish contacts with incident facilities by telephone or through communications center and initiate a status of personnel resource availability record.
- ☐ Maintain a ready reserve of personnel.
- ☐ Make recommendations to the Logistics OIC regarding suitable locations for the feeding of personnel, and a personnel pool (this is to be coordinated with the Service Branch).
- ☐ Maintain timekeeping and assignment records of all volunteer, liaison, and outside agency personnel assigned to the incident.
- ☐ Confirm the dispatch of and estimate arrival times of ordered personnel.
- ☐ Transmitting check-in information to concerned Sections on regular schedule.
- ☐ Forwarding completed check-in lists and status changes to the Operations Section.
- ☐ Receive and assign responding officers to appropriate sections as requested by the Operations Section.
- ☐ Periodically brief ready reserve personnel to ensure they are aware of the field situation.
- ☐ Provide a means for rest and recuperation for the personnel pool in conjunction with the Facilities Unit.
- ☐ Maintain a unit log.

Volunteer Services Unit

Volunteer Services Unit will be utilized when authorized by the Incident Commander. This will be accomplished under the direction of the Personnel Branch OIC.

Duties and responsibilities:

- ☐ Coordinate all aid offered to the incident by volunteer personnel.
- ☐ Select a suitable location for volunteers to assemble, and make sure that incident personnel are advised of this location.
- ☐ *Ensure that all volunteers who will be deployed are registered as disaster services workers.*
- ☐ Maintain time cards for all volunteers and indicate group affiliation on the cards if applicable.
- ☐ Coordinate the assignments, meal breaks, and relief of volunteer personnel.
- ☐ Refer to the appropriate charitable organization or agency all offers of aid and volunteer sources not consistent with law enforcement requirements.
- ☐ Debrief volunteer personnel after the incident or tour of duty.
- ☐ Maintain a unit log.

Mutual Aid Unit

This function is under the direction of the Personnel Branch OIC and is responsible for the coordination and preparation of mutual aid requests adhering to established law enforcement mutual aid practices.

Duties and responsibilities:

- ☐ Request mutual aid forces to report to the staging area.
- ☐ Arrange for the briefing of mutual aid forces.
- ☐ Make provisions for mutual aid liaison personnel to be at the Incident Command Post.
- ☐ Ensure that these units are released as soon as possible, consistent with proper incident management.
- ☐ Debrief mutual aid forces after the incident or tour of duty.

- ☐ Coordinate with the Services Branch to ensure that mutual aid personnel are provided with subsistence items such as food and shelter in the event of prolonged incidents.

POSITION ASSIGNMENTS AND RESPONSIBILITIES:

Finance/Administration Section

The Finance/Administration Section is responsible for the compilation of all information related to the cost of the emergency operation. This may include, but is not limited to, equipment and its usage, personnel hours, supplies, etc. *See Figure 7.*

At the conclusion of the emergency operation, the Finance/Administration Section may have the responsibility for presenting the accumulated emergency response cost information to the appropriate authority (e.g., Division Chief, CAO, etc.).

Finance/Administration Officer

The Finance Officer, also referred to as the Finance/Administration Section Officer-In-Charge, is responsible for all financial and cost requirements of the incident. This position coordinates with other section OICs and supervises the members of the Finance/Administration Section. The Finance/Administration Officer should be thoroughly familiar with all procedures and financial record-keeping requirements of agencies responsible for reimbursements.

Duties and responsibilities:

- ☐ Obtain a briefing from IC.
- ☐ Provide input in all planning sessions on financial and cost analysis matters.
- ☐ Maintain daily contact with agency administrative departments on response cost matters.
- ☐ Ensure that supplies and other support needs for the Financial/Administration Section are identified and ordered.
- ☐ Ensure that personnel time records are transmitted to home agencies according to agreement or policy.
- ☐ Participate in all demobilization planning.
- ☐ Ensure all obligation documents initiated at the incident are properly prepared and completed.

- ☐ Brief agency administration personnel on all incident-related business management issues which require follow-up prior to departing the incident.
- ☐ Maintain a section log.

Procurement Unit

The Procurement Unit Leader functions within the Finance/Administration Section and is responsible for administering all financial matters pertaining to commercial vendors.

Duties and responsibilities:

- ☐ Obtain a briefing from the Financial/Administration Section OIC.
- ☐ Contact appropriate unit leaders to determine incident needs.
- ☐ Coordinate with local jurisdictions on plans and supply sources.
- ☐ Obtain and understand the incident logistics plan.
- ☐ Prepare contracts and land use agreements as needed.
- ☐ Establish and interpret contracts/agreements.
- ☐ Resolve all purchasing issues or disputes.
- ☐ Complete final processing forwarding invoice documents for payment.
- ☐ Receive and retain copies of all purchase orders and invoices of supplies/equipment ordered and/or received by Logistics/Support Branch.
- ☐ Maintain a unit log.

Compensation/Claims Unit

The Compensation/Claims Unit Leader functions within the Finance/Administration section and is responsible for the overall management and direction of all compensation/claims specialists assigned to the emergency incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Financial/Administration Section OIC.

- ☐ Determine the need for compensation/claims specialist and request necessary personnel.
- ☐ Brief compensation/claims specialist on emergency incident activity.
- ☐ Coordinate and process incoming claims for ICS personnel-related injuries and property loss or damages relating to the emergency incident.
- ☐ Ensure that compensation/claims, logs and forms are current and routed to the proper agency for post-incident processing.
- ☐ Establish procedures with the appropriate authority to ensure prompt notification of injuries or deaths to emergency response personnel.
- ☐ Provide billing forms for transmittal to vendors and other providers.
- ☐ Maintaining listing of all injuries occurring on the emergency incident.
- ☐ Arrange for investigation of claims (e.g., personal injury and property damage claims), where necessary.
- ☐ Maintain a unit log.

Compensation/Claims Specialists

Compensation/Claims Specialist within the Finance/Administration Section is responsible for administering financial matters arising from serious injuries, deaths, and other claims related to the emergency incident.

Duties and responsibilities:

- ☐ Obtain a briefing from the Compensation/Claims Unit Leader.
- ☐ Develop and maintain a log of potential claims.
- ☐ Coordinate claims prevention plan with applicable incident functions.
- ☐ Initiate investigation on all claims.
- ☐ Ensure that site and property involved in investigation are protected.
- ☐ Obtain witness statements pertaining to claims.

- ☐ Establish procedure with Medical Unit Leader on prompt notification of injuries or deaths.
- ☐ Obtain copy of Incident Medical Plan.
- ☐ Remain informed on status of hospitalized personnel.
- ☐ Coordinate and handle all administrative paperwork on serious injuries or deaths.
- ☐ Advise the Compensation/Claims Unit Leader on nature and status of all existing and potential claims.
- ☐ Obtain Demobilization Plan and ensure that necessary follow-up action is completed.
- ☐ Coordinate with appropriate agencies having responsibility for hospitalized personnel following demobilization.

Time Unit

The Time Unit Leader is responsible for equipment and personnel time recording.

Duties and responsibilities:

- ☐ Obtain a briefing from the Finance/Administration Section OIC.
- ☐ Determine the incident requirements for the time recording function.
- ☐ Establish contact with appropriate agency personnel/representatives.
- ☐ Organize and establish the Time Unit.
- ☐ Ensure all records are current or completed prior to demobilization.
- ☐ Ensure time reports for assisting agencies are released to the respective agency representatives prior to demobilization.
- ☐ Brief the Finance/Administration Section OIC on current problems and make recommendations.
- ☐ Maintain a unit log.

Personnel Time Recorder

The Personnel Time Recorder ensures that proper recording of hours worked by emergency incident response personnel is accurately accomplished.

Duties and responsibilities:

- ☐ Obtain a briefing from the Time Unit Leader.
- ☐ Establish and maintain a file for employee time reports within the first operational period.
- ☐ Initiate time reports for all response personnel assigned to the emergency incident for each operational period.
- ☐ Ensure that employee identification information is verified correct on time reports.
- ☐ Ensure time reports are signed.
- ☐ Close time documents prior to personnel departure from the emergency incident.
- ☐ Distribute time documents according to agency policy.
- ☐ Ensure all records, personnel time recording forms, and other finance documents are in order and submitted for processing prior to incident demobilization.
- ☐ Maintain list of any damaged or lost equipment for after incident billing or claim.
- ☐ Distribute lists of any damaged or lost equipment to each agency and provide information regarding damage/claims policy.

Equipment Time Recorder

The Equipment Time Recorder ensures that an accurate record of equipment usage is accomplished.

Duties and responsibilities:

- ☐ Obtain a briefing from the Time Unit Leader.
- ☐ Establish equipment time recording function in locations designated by the Time Unit Leader.
- ☐ Advise the appropriate groups/branches of the requirement to establish and maintain files for daily record of equipment time (e.g., ground support).
- ☐ Assist units in establishing a system for collecting equipment time reports.
- ☐ Submit data to the Time Unit Leader for cost analysis.
- ☐ Maintain current postings on all charges or credits for fuel, parts, services, etc..
- ☐ Complete forms according to agency specifications.
- ☐ Close forms prior to demobilization.

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM (LEICS)

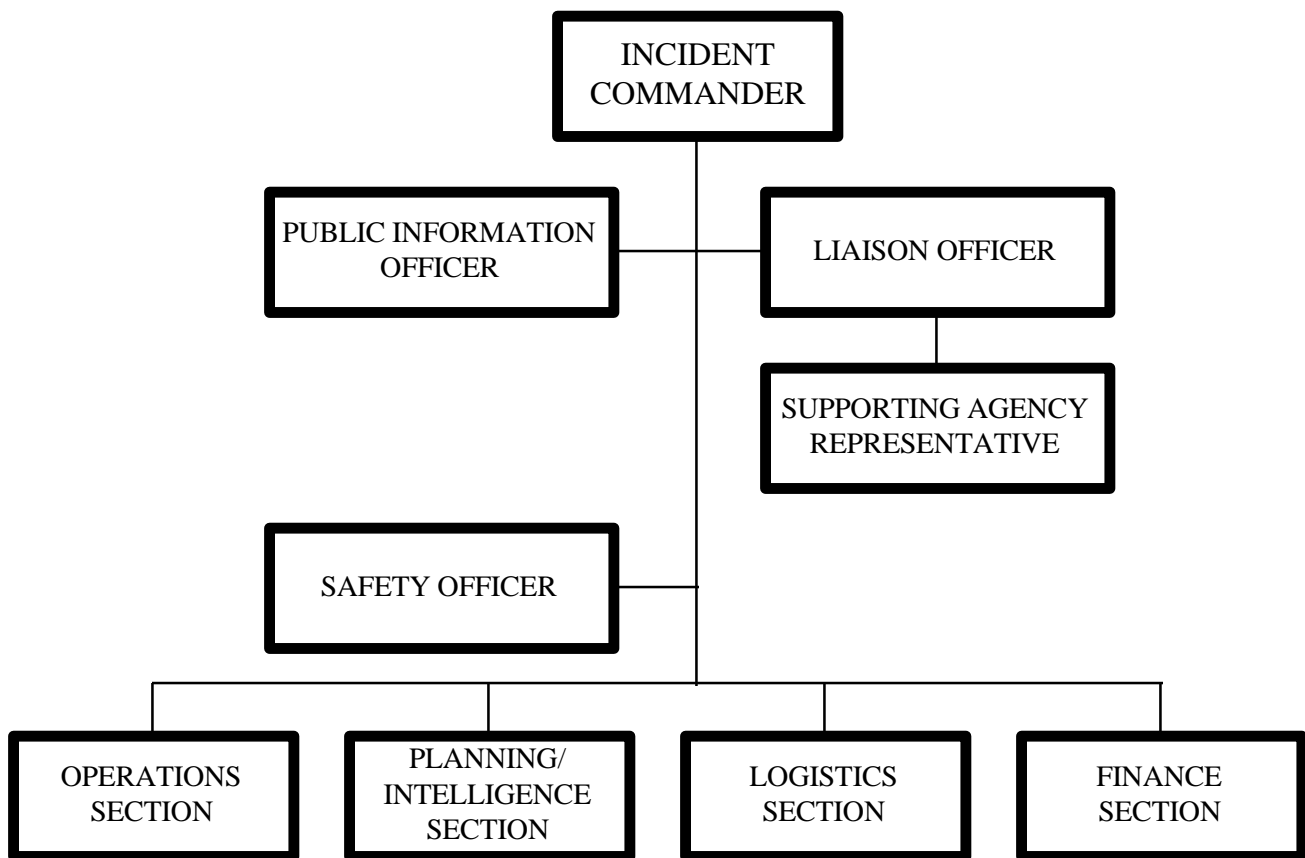


Figure 1 - The LEICS

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM (LEICS)

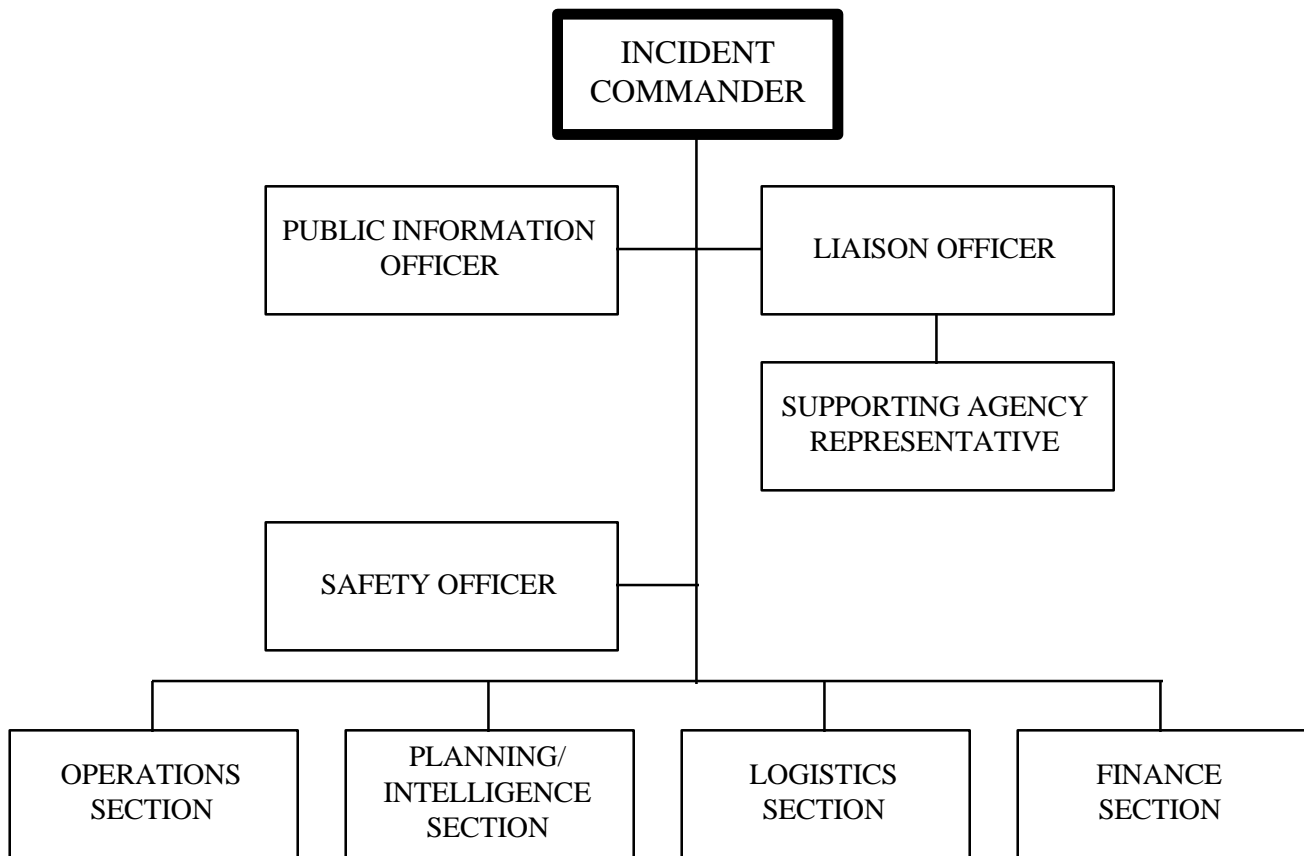


Figure 2 - The Incident Commander

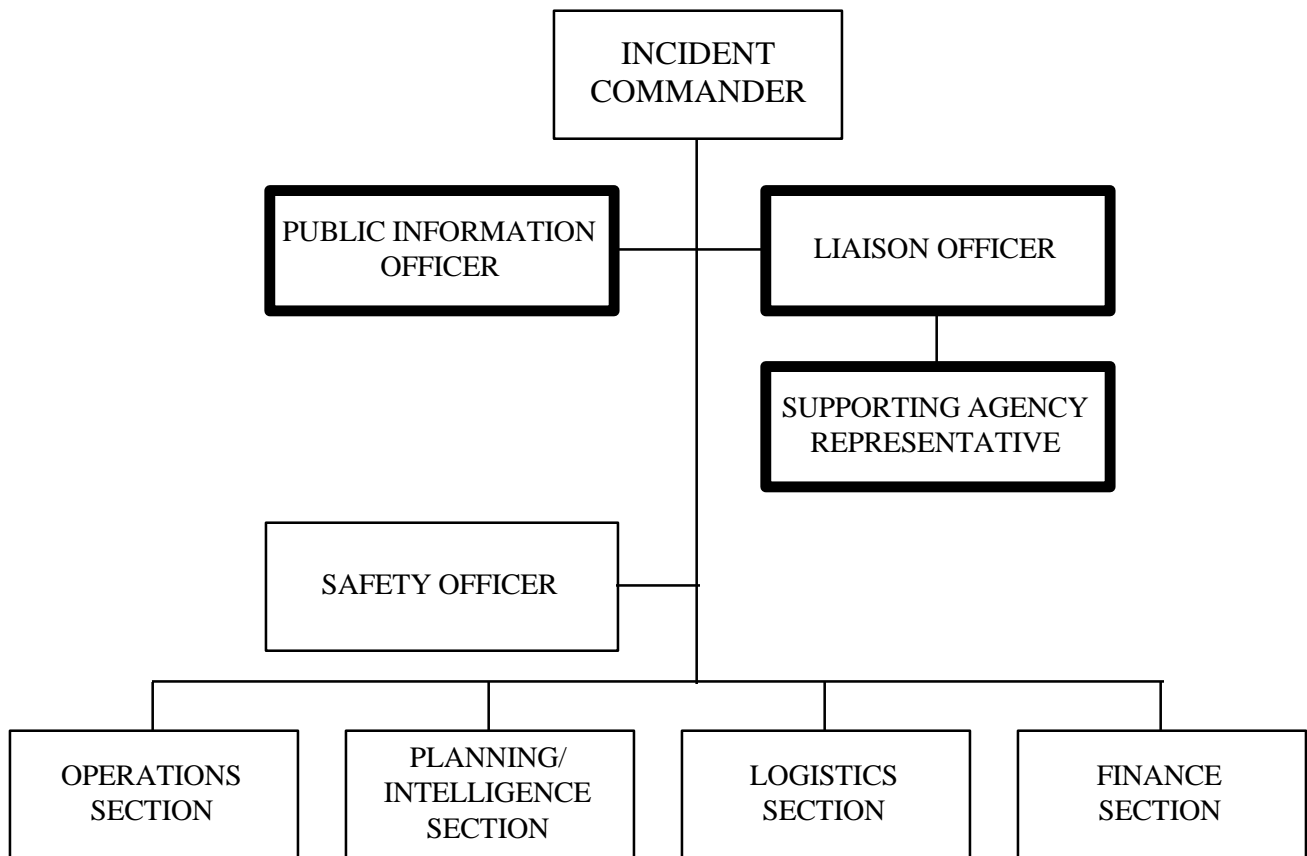


Figure 3 - Command Staff

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM

OPERATIONS SECTION

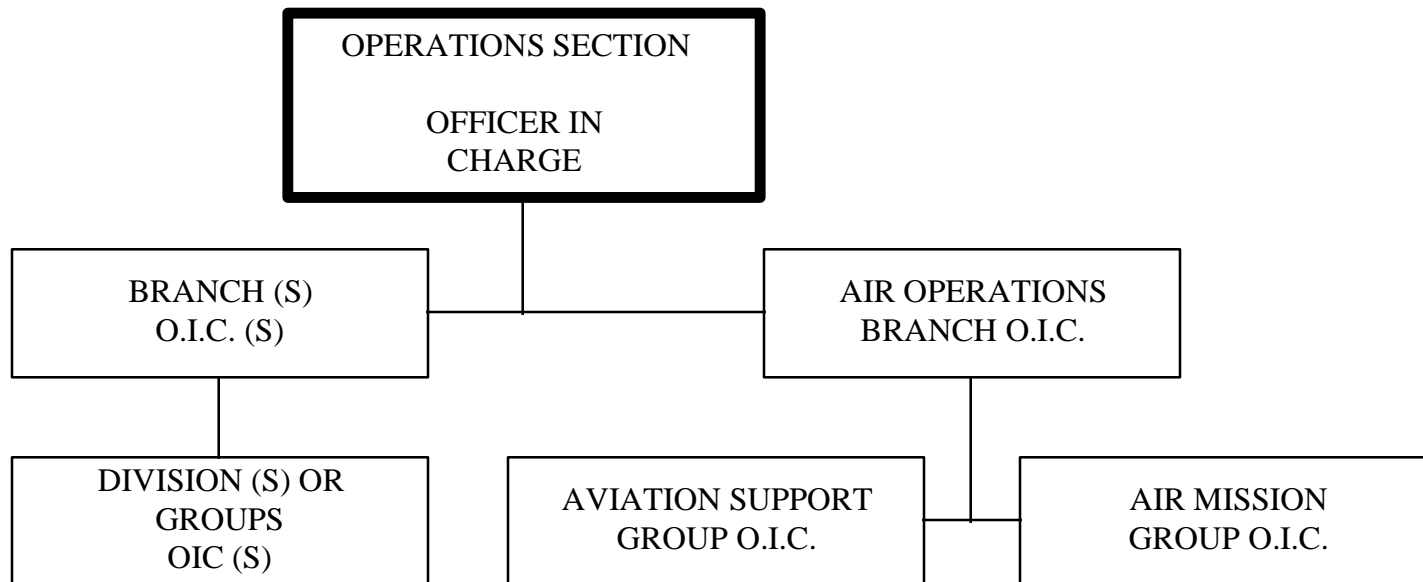


Figure 4 - Operations

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM

PLANNING/INTELLIGENCE SECTION

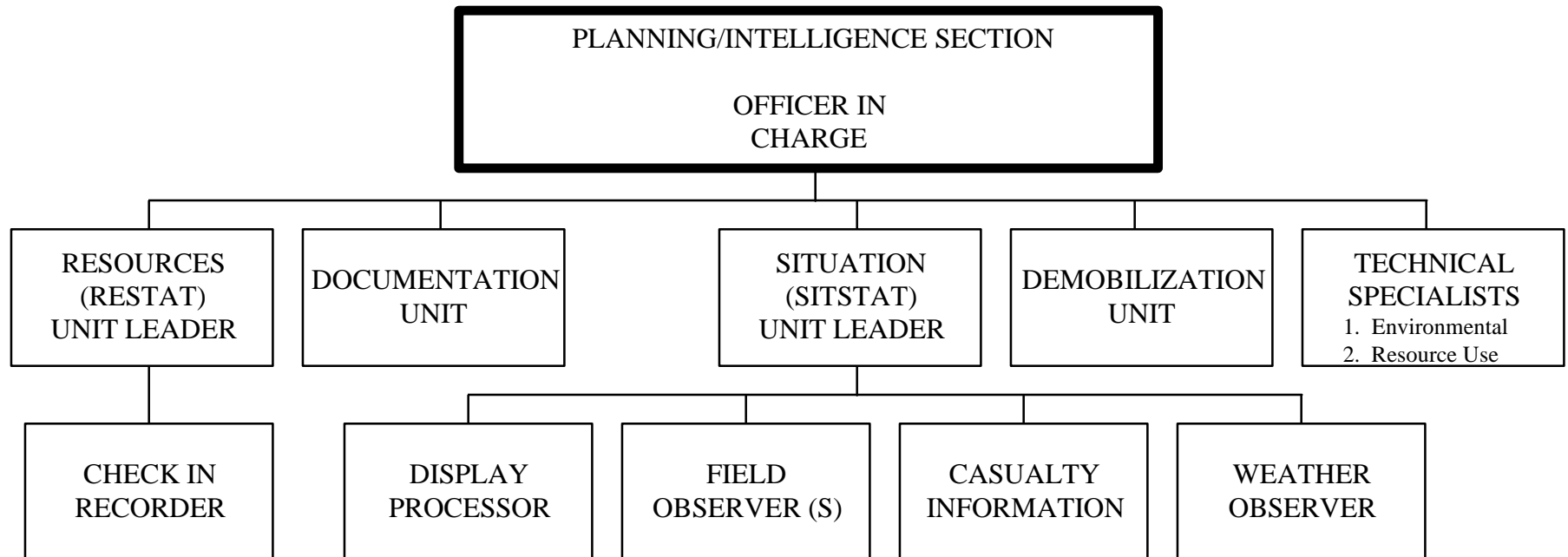


Figure 5 - Planning/Intelligence

LAW ENFORCEMENT INCIDENT COMMAND SYSTEM

LOGISTICS SECTION

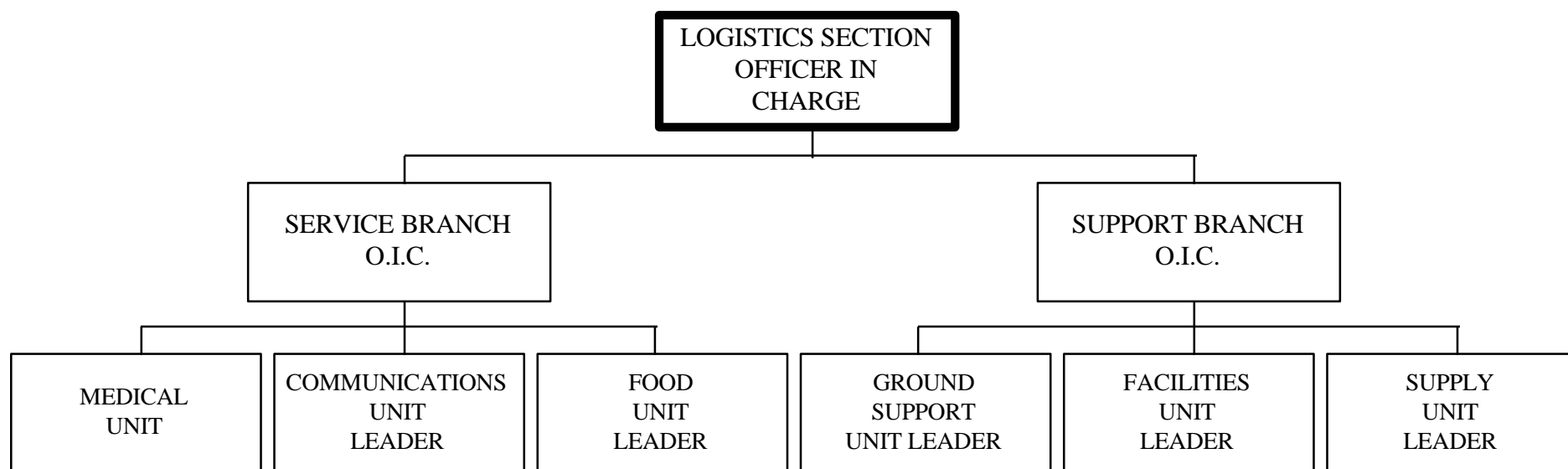


Figure 6 - Logistics

LAW ENFORCEMENT INCIDENT
COMMAND SYSTEM

FINANCE SECTION

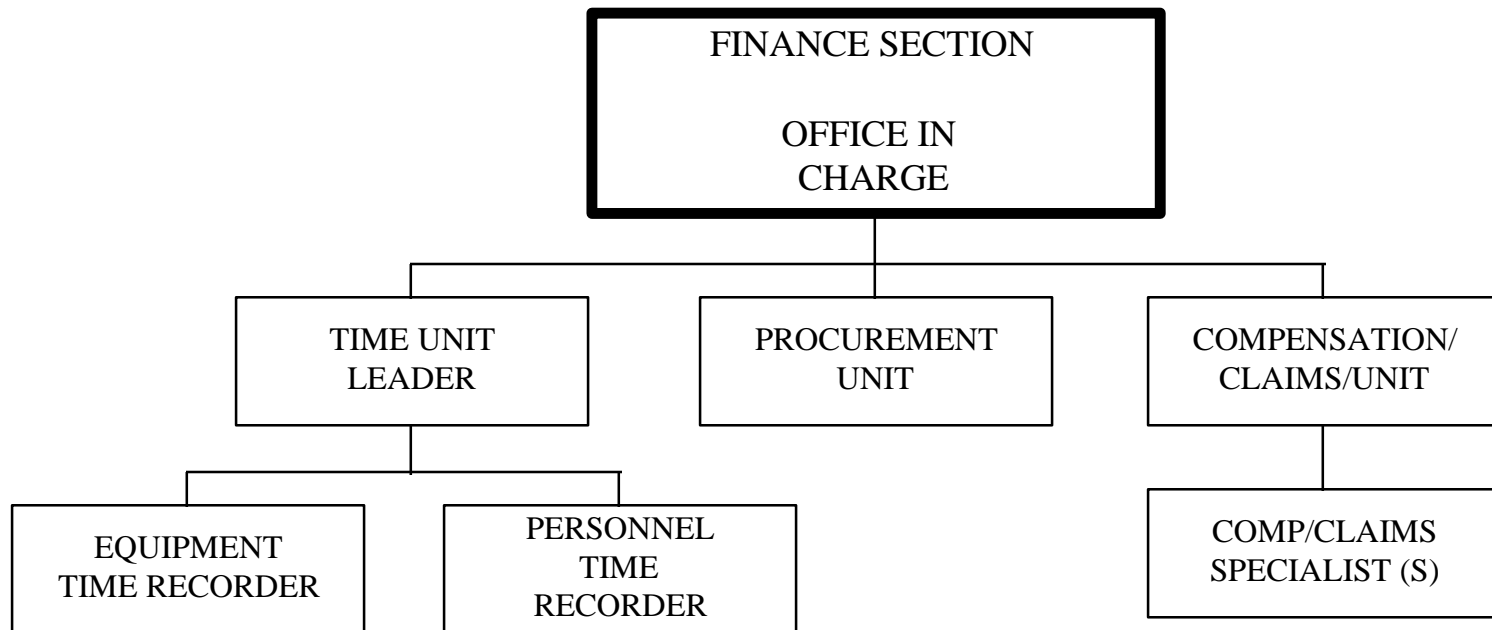


Figure 7 - Finance

EMERGENCY ORGANIZATION (Unified Operations)

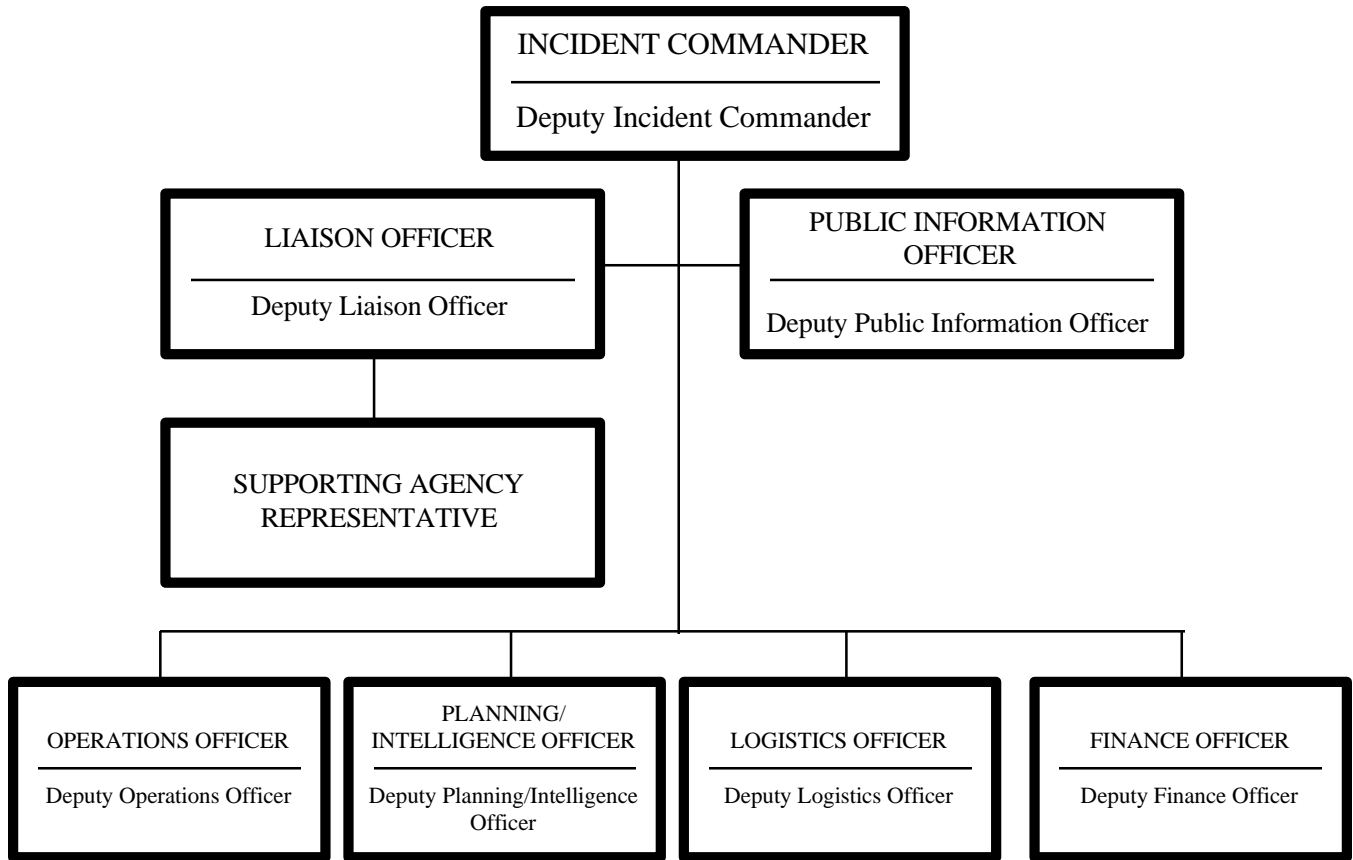


Figure 9 - Unified Command Structure

MUTUAL AID RESPONSE PLATOONS: MOBILE FIELD FORCES

History:

In 1993, the law enforcement community in Southern California expended considerable effort toward improving the Law Enforcement Mutual Aid Response Plan. Incorporated in that plan was a suggestion that municipal law enforcement agencies within geographical areas in Los Angeles County form mutual aid response platoons for duty in law enforcement mutual aid situations that affect geographical locations both within and away from the area which the response platoons are drawn.

As a result of that suggestion, agreement was reached to commit department staff resources to develop the concept and proposal of multi-agency Mobile Field Forces (MFF). This law enforcement emergency response coalition formally established joint-agency Mobile Field Force configuration, activation protocol, and training standards for Los Angeles County. This is an excellent example of a concept that can and should be adopted statewide.

Mutual Aid Response Platoons:

Emergency operations planning is best achieved in advance, anticipating needs that can arise during emergencies. One of the tools that has proven successful is the formation of Mutual Aid Response Platoons. A Mutual Aid Response Platoon is a regionally-organized, trained and equipped group of officers and supervisors, from a coalition of independent agencies that may be deployed to major emergencies.

Operating Standards

Call-Outs/Activation:

The Mutual Aid Response Platoons should be made available for response pursuant to mutual aid agreements in the event of a natural disaster, civil unrest, or other major incidents, when:

- All available resources in the affected jurisdiction have been depleted; and,

- The normal delivery of police services have been significantly disrupted.

Utilizing the law enforcement mutual aid system, the request should be made to the Platoon Commander who should have the rank and commensurate authority to activate the platoons. *Responses to regions outside the area of contributing agencies should be coordinated by the regional mutual aid coordinator identified by the Governor's Office of Emergency Services.*

All personnel assigned to the response platoons will assist to their fullest individual ability the development of interagency cooperation and foster a close working relationship among agencies at all levels of law enforcement to facilitate a full recovery to normal police operations.

Member agency participation in the response platoons is a cooperative agreement and is not bound by any contractual considerations.

Activation Protocol:

In the event of a platoon activation request, contact should be made in the following order:

- Notification to the Operational Area Mutual Aid Coordinator.
- Concerned Agency Incident Commander, or department executive, who will notify their agency platoon commander.
- The Platoon Commander will contact the Watch Commander at each of the participating agencies and advise of the platoon activation. The Watch Commander should be advised of the assembly point for the platoon, the expected duration of the activation, and any other pertinent information.
- The Watch Commander of every participating agency will contact and provide the agreed number of personnel. Efforts should be made to assign personnel who have trained with the platoon. If that is not

possible, the Watch Commander will assign other personnel to meet that agency commitment.

After Action Reports:

After Action Reports should be completed by the Platoon Commanders and forwarded to the Incident Commander immediately following an event for which the platoon was activated. After Action Reports should be forwarded to the Chief Executive Officer of the contributing agencies and the Regional Mutual Aid Coordinator. The contents of the After Action Report should typically include:

- Synopsis of Events
- Personnel Deployed and Hours Worked
- Arrests (if any)
- Expenditures/Reimbursements
- Significant Problems Encountered
- Recommendations for Improvements

Communications:

Some member agencies may not have compatible radio frequencies. Communications methods and identification of usable radio frequencies will be necessary at the time of the formation of the mutual aid response platoon.

Mobile Field Force Kits:

Pursuant to the Mobile Field Force Concept, the participating agencies should collectively assemble mobile field force kits which will be basic to all responses. The kits will contain sufficient and appropriate equipment for each platoon. Platoon Commanders will facilitate the assembly and warehousing of the field force kits. *See the recommended list on page 46.*

Training:

Appropriate training is crucial to the maintenance of an effective platoon. Training should be provided prior to activation of the platoon, and should be conducted on a regular and frequent basis.

Every effort should be made to schedule training as close to the normal working hours of

personnel assigned to the platoons. This training can be POST certified.

Administrative Standards

Use of Force:

All officers' agency policies regarding the use of force shall remain in effect. However, the rapid escalation of appropriate less lethal devices e.g. chemical agents, ARWEN, Stingballs, or StunBags, should be considered, and if appropriate they should be used decisively and without hesitation. If sniping should occur, the platoon or individual squads assigned to the area should respond to neutralize, apprehend or contain. If containment has been accomplished a Special Weapons Team should be requested.

Firearms:

Every officer assigned to a Mutual Aid Response Platoon shall carry and use a firearm in accordance with his/her department's policies and procedures. Any firearm carried by an officer while assigned to a Mutual Aid Response Platoon must be approved by his/her department, and minimum departmental standards for qualification must be met.

Officer-Involved Shootings:

The investigation of officer-involved shootings should be the primary responsibility of the jurisdiction in which the incident occurred. Appropriate staff personnel from the involved officer(s) department may assist or conduct cooperative independent and/or joint investigations.

On-Duty Motor Vehicle Accidents:

If an officer assigned to a Mutual Aid Response Platoon is involved in a traffic collision while on duty, a detailed report will be completed by the jurisdictional agency. Copies will be forwarded to the officer's agency and the Platoon Commander for further review and necessary action. The involved officer will be responsible for any other requirements per his/her departmental policy.

Injuries Sustained On-Duty:

When an officer assigned to a Mutual Aid Platoon is injured on duty, the respective agency policy for on-duty injuries should be followed. In order to expedite immediate medical attention, every officer assigned to a Mutual Aid Response Platoon should supply his Platoon Leader with a packet containing the applicable forms and processing instructions.

Citizen Complaints:

Any complaint from an individual alleging misconduct by personnel assigned to a Mutual Aid Response Platoon will be directed to the Platoon Commander for immediate assignment and investigation. All complaints will be reviewed by the Platoon Commander. The Platoon Commander should immediately notify the involved officer's respective agency and provide all available information for whatever action is deemed appropriate.

It should be the policy of the mutual aid response platoons to receive, record, and properly investigate all citizen complaints against assigned personnel without exception. All findings should be forwarded to the respective agency head for any necessary action to be taken.

Fiscal Guidelines

Payroll:

All officers, when assigned to a Mutual Aid Response Platoon, will be paid by their respective agency. It should be the responsibility of the Platoon Leader to accurately record work hours, and submit a copy to each member agency as required by their guidelines.

Illness:

If an officer becomes ill while assigned to a Mutual Aid Response Platoon, sick time will be utilized in accordance with the respective agency's policy and procedure. Reporting of sick time will be made to the Platoon Leader who will notify the officer's agency to assure proper time-keeping and notification.

Overtime:

All overtime, if necessary, beyond normal shift hours should be approved in advance by the Platoon Leader. All assigned personnel should respond to call-outs as deemed necessary by the Platoon Commander and/or Platoon Leader.

Area Command

As a part of the general guidance related to the SEMS Field Response, it may be appropriate to consider the use of Area Command.

In ICS, Area Command is an organization that is primarily established to oversee the management of multiple incidents that are each being handled by an Incident Command System organization. An Area Command may also be conducted as a Unified Area Command.

The purpose of an Area Command is to:

- Set overall priorities within the geographical area covered by the Area Command
- Determine appropriate strategies for use in achieving the priorities
- Allocate critical resources based on priorities
- Ensure that incidents are properly managed
- Ensure that objectives are met, and strategies followed

Area Command Reporting Relationships:

When Area Command is established, Incident Commander(s) for the incidents under the authority of the Area Command will report to the Area Commander. The Area Commander is accountable to his/her agency or jurisdictional executive or administrator. This could be the jurisdictional DOC, EOC or another location. It is important to note that Area Command is a command function of *field* response, and not an EOC function.

At a minimum, this would include:

- Establishing objectives for the incident
- Having an incident action plan
- Ensuring effective span of control
- Using common terminology as appropriate to the situation

- Delegating authority and activating organizational elements within the ICS structure as needed or anticipated
- Providing for personnel accountability and a safe environment
- Ensuring effective communications

Advantages of Using Area Command:

- Much of the inter-incident coordination normally required of each IC will be accomplished at the Area Command level. Using an Area Command, allows the Incident Commanders and their incident management teams to focus their attention on their assigned incident.
- Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Agency Executive.
- Area Command helps the Agency Executive by ensuring that Agency policies, priorities, constraints and guidance are being made known to the respective Incident Commanders.
- Area Command also reduces the workload of the agency executive, especially if there are multiple incidents occurring at the same time.

Requirements in Establishing Area Command:

The following requirements apply to either an Area Command or a Unified Area Command.

- Incident Commanders covered by the Area Command must be notified that an Area Command is being established.
- The Area Command team should consist of the best qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have experience in, and are qualified to oversee, complex incident situations.
- The Area Command organization operates under the same basic principles as does the Incident Command System.
- The Area Command organization should always be kept as small as possible. Area

Command organizational positions could consist of:

Area Commander and, only as necessary:

- Area Command Logistics OIC
- Area Command Planning/Intelligence OIC
- Area Command Critical Resources Unit Leader
- Area Command Situation Unit Leader
- Area Command Information Officer
- Area Command Liaison Officer to help in maintaining off-incident inter-agency contacts

It is important to remember, that Area Command does not in any way replace the incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command operations. Specific duties and responsibilities will be established by the Area Commander.

Incident Commanders under the designated Area Commander are responsible to, and should be considered as part of, the overall Area Command organization. They must be provided adequate and clear delegation of authority.

An Area Command or Unified Area Command should develop an action plan concerning the priorities, objectives and needs of the Area Command. The plan should:

- clearly state Agency policy, objectives, and priorities, including priorities for critical resource allocations,
- provide an organization with clear lines of authority and communications,
- identify specific functions to be performed at the Area Command versus those on incidents, such as in the area of public information.

Area Command facilities may be collocated at department operations centers, EOCs, or other locations. It is recommended that they not be established in conjunction with an existing Incident Command Post (ICP).

A training module dedicated to Area Command is included in the SEMS Field Level course of instruction.

MOBILE FIELD FORCE/PLATOON ORGANIZATION

The platoon is comprised of squads consisting of personnel and equipment drawn from one or more agencies assembled to form a platoon. The integrity of supervision shall be a primary consideration in forming a platoon.

Platoon Capability:

Platoon is capable of performing the following functions:

- Provide 12 (4-man) mobile patrol within an assigned area of responsibility.
- Provide a maximum of 20 traffic control posts.
- Provide a maximum of 12 roadblocks under civil disturbance conditions.
- Provide security for critical facilities.
- Provide 4 squad-sized crowd control elements with the ability to deploy chemical agents while not maintaining its own vehicles.
- Provide 3 squad-sized crowd control elements with the ability to deploy chemical agents while maintaining its own vehicles.
- Civil disturbance control.
- Limited counter-sniper capability.
- Limited first-aid capability.
- Mass arrest and field booking input capability.

A platoon may be augmented with two prisoner transportation vans in order to be fully effective in civil disturbance operations. A male/female deputy/officer combination assigned to each van may be beneficial to prisoner search and transportation needs.

NOTE: The Incident Commander should describe the platoon's intended mission at the time it is requested, so that appropriate logistical support may be supplied at the time of deployment.

The personnel commitment from contributing agencies will need to be agreed upon in advance of the formation of the platoon.

Duration of Deployment:

Initial deployment may vary, typically during extended operations 12 hour shifts would be implemented. These shifts are 12 hours at the incident, travel time shall be taken into account in all cases. Fatigue, both mental and physical, is a critical factor and should be considered by the Incident Commander when developing deployment schedules.

Configuration:

The platoon configuration should be consistent with the Mobile Field Force Concept. The response platoon would be prepared for a variety of mutual aid response needs, including civil unrest and large scale man-made or natural disasters. Platoons are the basic organizational component for a tactical field response, and are designed to function as self-supporting units. The following is the proposed platoon configuration:

Personnel Commitment:

MUTUAL AID RESPONSE PLATOON

PLATOON LIEUTENANT
OFCR-DRIVER
OFCR-COUNTER SNIPER
OFCR-VIDEO

PLATOON SERGEANT
OFCR-DRIVER
OFCR-VIDEO
OFCR-LINEBACKER

SQUAD SGT OFCR-DRIVER OFFICER OFFICER	SQUAD SGT OFCR-DRIVER OFFICER OFFICER	SQUAD SGT OFCR-DRIVER OFFICER OFFICER	SQUAD SGT OFCR-DRIVER OFFICER OFFICER
OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER	OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER	OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER	OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER
OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER	OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER	OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER	OFCR-CAR CMDR OFCR-DRIVER OFFICER OFFICER

The following section describes the duties and responsibilities of each member as well as the recommended configuration of the Mobile Field Force/Platoon.

Platoon Personnel:

The platoon is normally led by a Lieutenant. The second in command is the Platoon Sergeant. The platoon normally consists of four (12-person) squads, each commanded by a Squad Sergeant, and certain support personnel. This configuration can be modified by the Incident Commander to meet specific requirements of the situation. The platoon will normally consist of 56 personnel (60 personnel if vans are assigned), organized as follows:

Platoon Commander (Lieutenant) - Commands the platoon in the field. Once given a mission, he establishes the method to accomplish the mission. In developing his plan, he must remain within the policies

established by the Incident Commander's plan of action.

Platoon Sergeant - Is usually delegated the responsibility of equipment issuance and recovery by the Platoon Leader. For maximum personnel control, two squads can be assigned to the Platoon Commander and two squads can be assigned to the Platoon Sergeant.

Squad Sergeants - Acting under the direction of the Platoon Leader, the Squad Sergeant is responsible for the supervision of the 11 Deputies/Officers in his/her squad. They will be assisted by two experienced Deputies/Officers as Car Commanders.

Car Commanders - The Sergeant shall select an experienced Officer/Deputy to act as Car Commander for the other two cars in his/her squad. The Car Commander assists the Squad Sergeant in the direction of the squad. They shall ride in the front passenger position in cars #2 and #3.

Officers/Deputies - Perform line functions as directed by their Squad Sergeants or Car Commanders.

Video Camera - Two officer/deputy personnel should be trained and equipped with video camera capabilities.

Counter-Sniper - Staffing of this function is discretionary based on agency policy concerning counter-sniper tactics. Two officer/deputy personnel should be trained in the use of an appropriate shoulder weapon (rifle). It is recommended that one officer/deputy be assigned to the Platoon Commander and the second officer/deputy be assigned as the Platoon Sergeant's driver. Deployment of the rifles should be a specific responsibility of the Platoon Commander. The counter-sniper's purpose is to provide longer range fire capability for sniper situations, pending the arrival of a Special Weapons Team.

Prisoner Transportation Van Deputies/Officers - Two vans with two deputies/officers each. A male/female officer/deputy combination assigned to each van may be beneficial to prisoner search and transportation needs.

Linebackers - Each squad should have two trained deputies/officers which will give the squads the ability to deploy less lethal devices and chemical agents. In squad formation, these deputies/officers should normally fill the position of linebackers and equipped to deploy such devices and agents.

Platoon Equipment:

The following sections describe the equipment recommended for a platoon member and a platoon.

Platoon Member Equipment

Each member of the platoon should be equipped as follows:

- Handgun and ammunition
- Complete Sam Browne
- Helmet with Face Shield
- Baton
- Protective Vest
- Gas Mask
- Flashlight
- Flex Cuffs (4 minimum, squad officers/deputies only)
- Field Booking Slips (4 minimum, squad officers/deputies only)

The Platoon Commander shall be responsible for conducting a personnel inspection and equipment inventory prior to deployment.

PLATOON EQUIPMENT LIST

The following list represents the minimum equipment recommended to be with the platoon each time that it is activated. The Platoon Commander may add to or delete from this list any Departmentally approved equipment he deems necessary/not necessary for the accomplishment of the mission.

Ammunition:

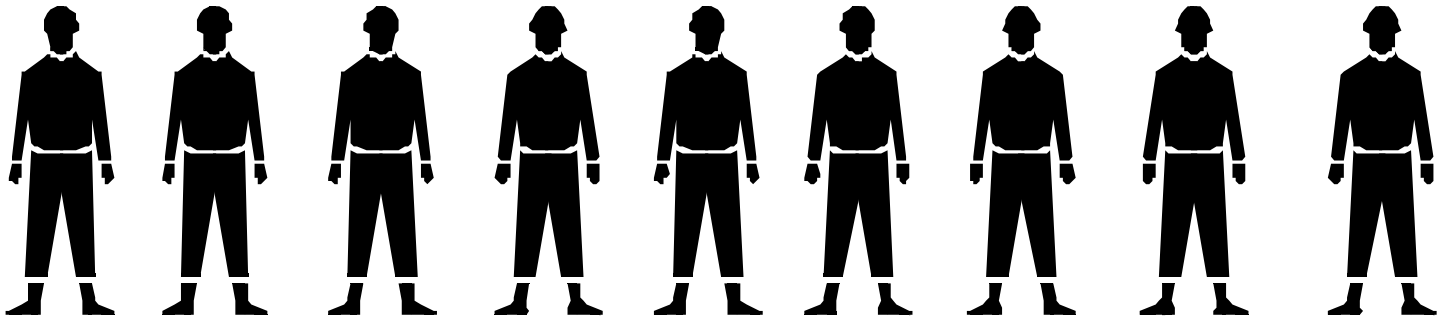
12 Gauge	350 rounds
12 Gauge Rifled Slugs	140 rounds
Handgun Ammunition	700 rounds
Rifle Ammunition (Counter-sniper)	120 rounds
Binoculars	2
Blankets (2 per vehicle)	32
Bullhorn (Platoon Commander's vehicle)	1
Camcorder	1 minimum
Charged batteries	2 minimum
Blank tapes	2 minimum
Dry Chemical Fire Extinguisher (5 lb., 1 per vehicle)	16
First Aid Kit	1
Field Booking Slips (3 pads per squad Sgt.)	12 pads
Flex Cuffs (serialized) (4 per squad ofcr/deputy)	176
Gasoline Credit Card (Platoon Leader's vehicle)	1
Gas masks	60
ICS forms	
Polaroid camera with film for 200 pictures each	2 (one for each van)
Prisoner Transportation vans	2
Radios (Portable) w/1 extra battery	16 *
Radio cars	14
Report Writing Box (1 per vehicle)	16
Rifle (Counter-sniper)	2
Road Flares (4 boxes per vehicle)	64
"POLICE/SHERIFF'S LINE" Tape (1 roll per Sgt.)	5 rolls
Shotgun (1 per radio car)	14
Map (one per Sgt. & Lt., and each van)	8 minimum
Gas Team Equipment:	
37mm Gas/Less Lethal delivery weapon	1
Shotguns equipped with sling	8
(2 per squad; minimum one with launcher)	
Gas Vest and/or pouch	8
(2 per squad and assigned to gas trained personnel)	
Launching cartridges	24
Launchable Canisters	24
Triple chaser type Canisters	24
Baseball Grenades	24
Blast Dispersion type Grenades	24
StingBall grenades (30 per squad)	120
StunBags (150 per squad)	600

*= One portable radio per vehicle, plus an additional radio for the Platoon Lieutenant and the Platoon Sergeant.

NOTE: In the interest of flexibility, it is recommended that a platoon shall be supported by two vans. These vans may be used for prisoner transportation, equipment storage and security, or as a command post vehicle depending upon the circumstances.

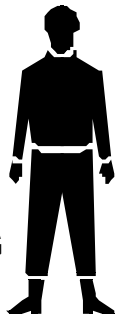
SQUAD FORMATION

Squad formation with drivers:



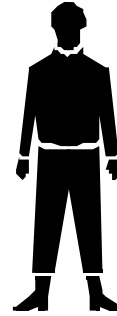
LINEBACKER

CHEMICAL AGENTS
STINGBALLS
STUNBAGS
SHOTGUN WITH
LAUNCHER & SLING

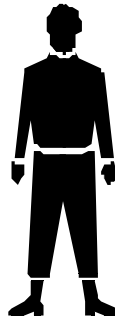


LINEBACKER

CHEMICAL AGENTS
STINGBALLS
STUNBAGS
SHOTGUN WITH
LAUNCHER & SLING

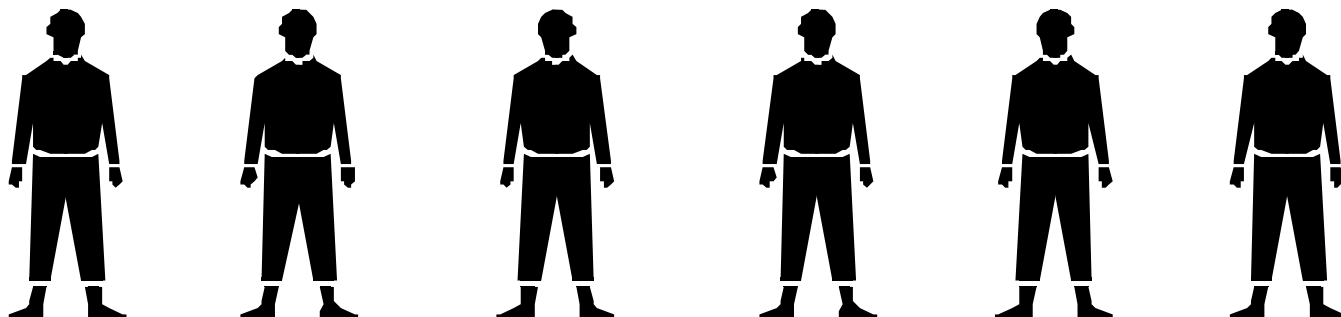


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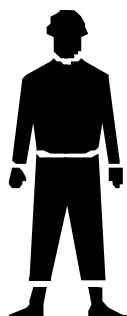
SQUAD FORMATION

Squad formation without drivers:



LINEBACKER

CHEMICAL AGENTS
STINGBALLS
STUNBAGS
SHOTGUN WITH
LAUNCHER & SLING

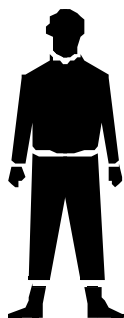


LINEBACKER

CHEMICAL AGENTS
STINGBALLS
STUNBAGS
SHOTGUN WITH
LAUNCHER & SLING



SGT



SECTION V

INCIDENT ACTION PLAN (OPERATIONS PLAN)

The Incident Action Plan may also be referred to as an "Action Plan" or "Consolidated Action Plan." The Incident Action Plan developed at the field response level contains objectives reflecting the overall incident strategy, and specific tactical actions and supporting information for the next operational period. The plan may be verbal or written.

It is important that all incidents have some form of Incident Action Plan. The plan is developed around a duration of time called an "Operational Period." It sets forth the objectives to be achieved and describes the strategy, tactics, resources and other support necessary to achieve the objectives within the designated operational period.

Incident Action Plans will vary in content and form depending on the nature and size of the incident. ICS provides for the use of a systematic planning process and provides forms as well as formats for developing the Incident Action Plan.

(See LEICS Forms in ANNEX C)

Small incidents do not require elaborate Incident Action Plans. Most short-term, single agency incidents do not require written Action Plans. Listed below are general guidelines for determining when written plans should be developed:

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- Written plans are required by agency policy.

For incidents operating under a Unified Command, the Incident Action Plan should be written. This provides all agencies with a clear set of objectives, actions and assignments, and

ensures a unified focus of effort. *SEMS requires that agencies operating under Unified Command develop and implement a singular, common Incident Action Plan.*

INCIDENT ACTION PLANNING AND OPERATIONS PLANNING

It is important to define the relationship between these two processes to ensure uniformity and inter-agency coordination; particularly in events or incidents involving multiple agencies and disciplines.

It is common for law enforcement agencies to engage in more detailed contingency operations planning activity for scheduled events or anticipated incidents. Such events could be annual parades, sporting events, concerts or festivals. Operations planning can also occur based on intelligence reports which indicate a strong likelihood that an incident will take place; such as a demonstration, civil unrest, or other related incident.

Incident Action Plans are used by many agencies as an "Operations Plan." In these instances a separate Operations Planning document is not necessary. Incident Action Plans which follow SEMS guidance may include the following planning areas:

- Overall Objectives & Priorities
- Incident Objectives
- Organization Chart
- Assignment Lists
- Resources Plan
- Communications Plan
- Medical Plan
- Facilities Traffic Plan
- Safety Plan
- Demobilization Plan

Note: The contents of the Action Plan will vary based on the scope of the Incident

These specific areas provide direction and guidance for the command and supervisory structure and their corresponding field units. It is important to note that LEICS Forms should be used in the completion of the Incident Action Plan as required. (See ANNEX C):

- **Overall Objectives:** These are initial operational objectives which can either be established by agency executives and implemented by the Incident Commander, or established and implemented on-scene by the Incident Commander. They are typically broad in scope and based on early situation reports emanating from the incident. An example of an overall objective for law enforcement could be, "To ensure the safety and security of the affected population." USE LEICS FORM 202
- **Incident Objectives:** Incident objectives are more specific in nature and are intended to provide tasking for individual field units. Incident Objectives are outcomes of Action Planning Meetings held on-scene. Action Planning Meetings are convened by the Incident Commander who provides the command structure with the overall objective for the incident and then identifies and assigns, in conjunction with the command structure, specific incident objectives to appropriate field units. Action Planning Meetings can take place at established ICPs or initially around a patrol vehicle on-scene. Meetings should be brief and concise. An example of an incident objective could be, "To evacuate all residents in Sector #3 within 5 blocks of the river, before 6PM today." Another example might be, "To set up and maintain security checkpoints along River Drive at Elm, Maple, and Spruce Avenues, until 6PM tomorrow." "USE LEICS FORM 202
- **Organization Chart:** If the Action Plan is written, it should include an Organization Chart which identifies the Incident Command

elements activated for the incident or event. It is traditionally structured hierarchically, and includes the Incident Commander, Command Staff, General Staff sections, and activated branches, groups, task forces, or units. USE LEICS FORM 207

- **Assignment Lists:** Field assignment lists may be developed *initially* by the Incident Commander, Section OICs or Group/Unit Supervisors. They are lists of personnel assigned to specific positions within the Incident Command. Assignment lists may also be developed to identify branch personnel tactically deployed at specific sites. Once developed, all assignment lists should be maintained by the Personnel Branch in Logistics. USE LEICS FORM 204
- **Resources Plan:** A brief description of resources required to perform each Incident Objective. The Resources Plan may also include details on staging area locations, resources staged and status of key resources ordered. The Resources Plan is prepared by the Logistics Section in close coordination with the Operations Section OIC, Branch OICs and Task Force Leaders. USE LEICS FORM 215
- **Communications Plan:** Briefly describes logistical procedures for issuance, use, maintenance, and check-in of communications equipment. It also lists primary and secondary or tactical frequencies to be used. This plan is usually developed by the Communications Unit in Logistics. It is generally included in the operations briefing for incident personnel prior to deployment. USE LEICS FORM 204, Section 10
- **Medical Plan:** Briefly describes procedures for first aid or other medical treatment for *personnel assigned to the incident* in the event of injury or illness. This plan is usually developed by the Medical Unit in Logistics. These procedures are generally included in the operations briefing for incident personnel prior to deployment. USE LEICS FORM 201, Section 8

- **Facilities Traffic Plan:** Briefly describes traffic patterns in and out of the Incident Command Post. Patterns must be based on the physical layout of facilities in and around the ICP. This plan must also consider traffic patterns for staging if the Staging Area is collocated with the ICP. This plan is usually developed by the Facilities Unit in the Logistics Section. It is generally included in the operations briefing for incident personnel prior to deployment. NO SPECIFIC FORM - Attach Traffic Plan to LEICS FORM 202
- **Safety Plan:** A Brief update on existing or potential safety hazards associated with the incident. The Safety Plan focuses on reducing hazards through the use of proper procedures and encourages supervisors to be vigilant in detecting and correcting unsafe conditions. In most incidents a Safety Officer prepares the Safety Plan with the approval of the Incident Commander and ensures that pertinent information is included in operations briefings for incident personnel. In some Law Enforcement Incident organizations, the *Safety Function* may be assigned to an Operations or Logistics OIC. While it is recognized that most law enforcement field operations may be hazardous in nature, the safety function can reduce unsafe conditions to the extent possible through the use of proper procedures and awareness. NO SPECIFIC FORM - Attach Safety Plan to LEICS FORM 202
- **Demobilization Plan:** Outlines the specific procedures for demobilization of incident personnel. The Demobilization Plan is prepared by the Demobilization Unit assigned to Planning Intelligence. Close coordination is required with Operations and Logistics to determine current and projected staffing needs as the incident progresses. Timing is a critical part of the demobilization process. NO SPECIFIC FORM

A completed written Incident Action Plan typically consists of the following:

- LEICS FORM 202 "Incident Objectives"
- LEICS FORM 203 "Organization Assignments"
- LEICS FORM 204 "Division/Unit Assignments"
- Support Material such as:
 - Maps
 - Communications Plan
 - Medical Plan
 - Traffic Plan
 - Safety Plan

COMPREHENSIVE OPERATIONS PLANS

As indicated earlier, law enforcement agencies may desire to utilize *operations plans* that are more "specific" to internal policies and procedures. In these situations it is important that operations plans are based on common action planning objectives, thus ensuring consistency and coordination between all agencies and disciplines involved in the response.

While there are several acceptable formats for developing agency-specific operations plans, this guide illustrates one model presently in use by some agencies. This format utilizes the "five-paragraph" concept described as follows:

ELEMENTS OF A COMPLETED WRITTEN INCIDENT ACTION PLAN

Situation

Give a brief description of the situation. Describe the incident or event which requires intervention to include any aggravating or mitigating factors. Describe the organization of supporting agencies, both law enforcement and others involved in the operation.

This component should be a brief overview of the circumstances. If more detailed information is desired, it should be included in a separate annex, usually an "Intelligence Annex".

Generally, this paragraph establishes the Who, What, Where, When and Why of the problem. A clearly articulated situation paragraph is critical to the development of the rest of the plan and essential to provide situation briefings to the executives who are responsible for determining the posture of the organization relative to the event.

Mission

The mission is determined by the Incident Commander after receiving a situation briefing. The statement should clearly define the goal of the department in as concise a manner as possible. If there is more than one mission involved, there must be a priority established and stated.

The most effective mission statements do not involve a significant departure from normal department operational concepts. The mission statement is critical because it provides the foundation and focus for all subsequent planning.

Concept Of The Operation

This paragraph is best described as the written intent of the Incident Commander relative to the conduct of the operation. It is best when it projects the event in chronological order from the briefing through critique and demobilization. Specific mission assignments are not made in this paragraph. For example, the establishment of traffic control posts must be discussed, however, the unit assigned to staff those posts is not designated here.

The following topics are critical to the operation and demand full explanation in this section:

- Arrest Policy
- Use of Force Policy
- Rules of Engagement
- Decisions reserved for the Incident Commander or designee

Execution

This paragraph is used to make specific assignments to all units involved in the operation. Each element must be identified and assigned a specific mission in the operation. Failure to make these assignments leads to confusion and can often mean that an element is not committed at a critical time allowing the entire mission to fail.

A subparagraph titled "Coordinating Instructions" may be included if any areas requiring coordination are needed. examples may include instructions for communications, briefings and assignments for supporting and/or mutual aid units.

Completing the execution paragraph is often a complex and confusing task. The planner must take care to ensure that there is no duplication of assignments or conflicts requiring one unit to perform conflicting tasks while ensuring that all essential tasks are completed.

EVENT MATRIX

UNIT \ EVENT	Command Post	Site Security	Traffic Control	Public Works Liaison	Crowd Control	Fire Liaison	Logistical Support	Evacuation
Unit 1	0900				1000			
Unit 2	0800	0900	0900					
Unit 3	0900				1000			
Unit 4	0900				1000			
Unit 5	0900							
Unit 6	0800						0900	
Unit 7	0900				1000		1200	

The figure above is an example of an event matrix that has proven effective in the completion of the execution paragraph. It is used in addition to the written instructions and provides a quick reference to assignments that have been made and also serves as a check to ensure that there is no duplication of effort in the execution phase.

Completing the matrix is fairly simple, with significant events related to the operation being listed in chronological order across the top boxes (one event per box) and the involved units listed in the boxes along the left side of the matrix. A note is made in the intersecting boxes as events are assigned to units (refer to example). This note may be a time or simply a check mark if the event is not time-critical. Each row and column must have some notation upon completion of the matrix, or if an event has not been assigned, or a unit has no assignment.

During the conduct of operations, questions arise relating to events or assignments for units. Rather than having to find the answers in the narrative portion of the plan the Incident Commander or his designee may use the matrix to quickly find the answer and save time in the proper execution of the plan.

Administrative Instructions

This paragraph addresses any administrative announcements that are necessary to make the operation work. For large operations, a separate logistics annex or plan may be produced. However, for smaller operations, logistics questions are addressed within this paragraph.

Typical to this paragraph are the following topics:

- Reporting Instructions
- Uniform Requirements
- Timekeeping/Fiscal Reporting
- Medical Support
- Communication Issues
- Feeding of Personnel
- Location of Incident Facilities

The five paragraph operations plan discussed above has been effective in all types of operations for many years. It is not difficult to produce and provides a thorough plan with which to conduct operations. Once the plan is written, it must be approved by the Incident Commander or his superior, briefed to all concerned personnel and disseminated in a timely manner.

SUMMARY

A comprehensive Incident Action Plan is an important component of a successful and effective incident response. The Incident Commander must ensure that the initial planning meeting is convened as soon as possible, and that the incident planning process is initiated and maintained by the Planning Intelligence OIC.

If an agency specific *Operations Plan* is utilized, it should be consistent with overall incident objectives identified in the *Incident Action Plan*

ANNEX A

GLOSSARY OF TERMS

Definitions of terms used in this Publication:

A

Action Planning: Consideration of strategies and tactics developed by General and Command Staff personnel for incident control operations and for services and support required; this is a continuing process for the duration of the emergency incident. See also Incident Action Plan.

Aerial Reconnaissance: An aerial assessment of the emergency impacted area which includes: geographic extent of damage, potential hazards, facilities site selection, other information related to the emergency.

Agency: Any government organization that takes part in and/or provides resources in an emergency incident.

Agency Representative: Individual assigned to an emergency incident from an assisting or cooperating agency. Agency representative(s) have delegated authority to make decisions on matters affecting that agency's participation in the emergency incident. Agency Representatives report to the Liaison Officer (LNO).

After Action Report: A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any emergency which requires a declaration of an emergency. Reports are required within 90 days.

Air Operations Branch OIC: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for

providing logistical support to helicopters operating on the incident.

Allocated Resources: Resources dispatched to an emergency incident but have yet to complete check-in procedures.

Area Command: An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. See also Unified Command.

Assigned Resources: Resources checked-in and assigned work missions in an incident.

Assisting Agency: An agency directly contributing support or service resources to another agency.

Available Resources: Resources assigned to an incident and available for a mission assignment.

B

Base: The location at an incident at which the primary logistics support functions are coordinated and conducted. (Incident name or other designator may be added to the term "Base"). The Incident Command Post may also be collocated with the Base. Usually there is a single Base per emergency incident.

Branch: The organizational level within ICS having functional responsibility for major segments of incident operations. The Branch

level is organizationally situated between Section and Groups in Operations and between Section and Units in Logistics.

Branch OIC: The officer assigned functional supervisory responsibility at the branch level. Other ICS disciplines may refer to this position as Branch Director.

C

Camp: A designated site within the general incident area separate from the Base, but staffed and equipped to provide subsistence and personal services for incident response personnel.

Casualty Collection Point (CCP): A designated location within the incident area for the assembly, triage (sorting), medical stabilization, and subsequent evacuation of casualties. It may also be used for the assembly of incoming medical resources (doctors, nurses, supplies, etc.). The site should be adjacent to or include open areas suitable for helicopter operations.

Casualty Information: A member of the Situation Status Unit responsible for establishing and providing a central location for documenting all incident related casualties.

Chain of Command: A series of management positions in order of authority.

Check-in: The process whereby resources first report to an incident or into an EOC. Check-in locations at the SEMS Field level include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

Chemical Agent/Gas Team: A peace officer specially trained and equipped to deliver Chemical Irritant Agents in outdoor situations and within structures.

Clear Text: The use of plain English in telecommunications transmissions; no "Ten Codes" or agency specific codes are authorized when using Clear Text.

Closed Area(s): A portion or all of the involved area and/or surrounding area which presents a hazard or law enforcement problem requiring some form of restriction. The perimeter of the closed area may be smaller or larger than the perimeter of the actual involved area.

Command: The act of directing, and/or controlling resources at an incident by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Post: (See Incident Command Post).

Command Staff: The Command Staff usually consists of the Public Information Officer, Deputy Incident Commander, Liaison Officer, Safety Officer and/or other Specialists who report directly to the Incident Commander.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Communications Unit Leader: A member of the Services Branch staff responsible for supervision of unit personnel, to develop plans for effective use, distribution, and maintenance of incident communications equipment and facilities.

Compensation / Claims Unit: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

Cooperating Agency: An agency supplying assistance other than direct tactical or support

functions or resources to the incident control effort (e.g., American Red Cross, telephone company, etc.).

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for the selection and use of available resources to meet stated objectives. The coordination process does not involve dispatch actions. Personnel responsible for coordination may perform command or dispatch functions within parameters established by specific agency delegation, procedure, or legal authority

Coroner: A trained specialist having statutory authority to perform the duties of the Coroner of the County. A Deputy Coroner has authority only in his home county.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Critical Incident Stress Debriefing: A formal, yet open, discussion of incident events which is specifically directed to emergency response personnel to resolve the emotional aftermath of the incident.

D

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Demobilization Unit: Functional unit within the Planning/Intelligence Section responsible for assuring orderly, safe and efficient

demobilization of incident or EOC assigned resources.

Department Operations Center (DOC): A facility used by a distinct discipline, such as flood operations, fire, medical, hazardous material, or a unit, such as Department of Public Works, or Department of Health. DOCs may be used at all SEMS levels above the field response level depending upon the requirements of the emergency.

Deputy Incident Commander: A member of the Command staff assigned duties by the Incident Commander; who, in the absence of the Incident Commander assumes command of the incident.

Disaster: A sudden calamitous emergency event bringing great damage loss or destruction.

Dispatch: The ordered movement of a resource or resources to an assigned tactical mission or an administrative move from one location to another

Dispatch Center: A facility from which resources are directly assigned to an incident.

Division: The organization level responsible for operations within a defined geographic area or with functional responsibility. The Division level is organizationally situated below the Branch (see also "Group").

Division or Group Supervisor: The position title for individuals responsible for command of a Division or Group at an Incident.

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, recording and safeguarding all documents relevant to an incident or within an EOC.

E

Emergency Alert System (EAS): Information disseminated to the public by official sources

during an emergency, using broadcast and print media.

EAS will replace the EBS in January '97. EAS includes:

- Instructions on survival and health preservation actions to take (what to do, what not to do, evacuation procedures, etc.).
- Status information on the disaster (number of deaths, injuries, property damage, etc.).
- Other useful information (state/federal assistance available).

Emergency: Any event, man-caused or natural, that requires responsive action to protect life or property.

Emergency Operations Center (EOC): A location from which centralized emergency management can be performed. EOC facilities are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

Essential Facilities: Facilities that are essential for maintaining the health, safety, and overall well-being of the public following a disaster (e.g., hospitals, police and fire department buildings, utility facilities, etc.). May also include buildings that have been designated for use as mass care facilities (e.g., schools, churches, etc.).

F

Facilities Unit Leader: Supervises Facilities Unit within the Support Branch of the Logistics Section at the SEMS Field Response Level that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc. If the Support Branch is not activated then the Facilities Unit Leader reports to the Staging Officer.

Field Booking Team: A team of officers that will respond to field incidents and set up a booking site to facilitate the booking process and

transportation of those arrested. The size of the team depends upon the nature of the incident and number of arrests expected.

Field Command Post (FCP): The field location at which the primary incident command functions are performed. Also referred to as the Incident Command Post (ICP).

Field Kitchen: A self-contained mobile facility for the preparation and serving of meals under varied conditions of weather and terrain, capable of preparing hot or cold meals for transport to remote feeding locations. Usually operates under the Food Unit Leader, Service Branch of the Logistics Section.

Field Operations Officer-In-Charge: A member of the General Staff who is responsible for management, activation and supervision of all field operations sections, the preparation of operations plans, requests and release of resources. Reports directly to the Incident Commander.

Finance/Administration Section: A part of the general structure of the incident command system activated on long duration incidents, responsible for cost accounting and financial analysis of the incident. At the incident the Section can include the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

Finance/Administration Section, Officer-In-Charge (OIC): A member of the general staff, responsible for the supervision of group and unit personnel, coordinating the cost and financial analysis of the incident.

First Aid Station: A location within a mass care facility or casualty collection point where first aid is administered to disaster victims.

Food Unit Leader: A member of the Services Branch Staff responsible for supervision of unit personnel, coordinating feeding requirements at all incidents facilities.

Function: Function refers to the five major activities within the ICS: Command, Operations, Planning/Intelligence, Logistics and Finance/Administration. These same five functions are also performed at all SEMS EOC levels. At the EOC the term Management replaces Command. The term function is also used when describing an activity, e.g., "the logistics function".

G

General Staff: The primary group of incident management personnel comprised of:

- The Incident Commander
- The Field Operations OIC
- The Planning/Intelligence OIC
- The Logistics OIC
- The Finance/Administration OIC

Grounds Support Group Leader: A member of the Support Branch Staff responsible for transportation of personnel, supplies, food and equipment; the fueling, service, maintenance and repair of vehicles and equipment used in the incident.

Group: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Single Resources in the Operations Section.

H

Helibase: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

Helispot: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

I

Incident: An emergency event, natural or man-caused that requires a response action to protect life and/or property.

Incident Action Plan: A written document containing general objectives reflecting the overall strategy and specific action plans for the use of responding forces. The Incident Action Plan may have a number of attachments which support the operational strategy and tactics.

Incident Base: That location at which the primary logistics functions are coordinated and performed (Incident name or other designator will be added to the term "base"). The incident command post may be collocated with the base. There should be one designated base per incident.

Incident Commander: The individual responsible for the command of all functions at the field response level.

Incident Command Post (ICP): The field location at which the primary incident command functions are performed. Also referred to as the Field Command Post (FCP).

Incident Command System (ICS): The nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have

been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Information Officer: See Public Information Officer.

J

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

L

Law Enforcement Incident Command System (LEICS): The Incident Command System modified to reflect specific operating requirements of law enforcement. See also Incident Command System.

Leader: The ICS title for an individual responsible for a functional unit, task forces, or teams.

Liaison Officer (LNO): A member of the Command Staff at the Field SEMS level responsible for coordinating with representatives from cooperating and assisting agencies.

Local Emergency: The duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limit of a County/City and County or City, caused by such conditions as pollution, fire, flood, storm, epidemic, riot, earthquake, or other conditions other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of political subdivisions to combat.

Local Mutual Aid: Assistance provided in accordance with local agreements on a voluntary basis or in time of a declared local emergency.

Logistics Section: One of the five primary functions found at all SEMS levels. The Section responsible for providing facilities, services and materials for the incident.

M

Management by Objectives: In SEMS field and EOC levels, this is a top-down management activity which involves a three-step process to achieve the desired goal. The steps are: establishing the objectives, selection of appropriate strategy(s) to achieve the objectives; and the direction or assignments associated with the selected strategy.

Mass Care Facility: A designated location, such as a school, at which registration and temporary lodging, feeding, clothing, welfare inquiry, first aid, and other essential social services may be provided to disaster victims.

Master Mutual Aid Agreement: An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other public agencies of the State of California to assist each other by providing resource during an emergency Mutual aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other to prevent and combat any type of disaster or emergency.

Media: Radio, television, and print sources for providing information and instructions to the public.

Medical Unit: Functional unit within the Service Branch of the Logistics Section at SEMS Field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center: The message center is part of the communications complex and is collocated or placed adjacent to it. Its functions include receiving, recording, and routing message

information concerning arriving resources; resources status; administrative and tactical message traffic.

Mission Group Supervisor: A member of the Field Operations Section Staff, who is responsible for the implementation and assignment of resources for a mission and reporting on the progress and status of resources within the mission group. The Group Supervisor has complete tactical control and supervision of the resources and personnel which are performing the assigned mission, is under the direction of the Field Operations Section OIC.

Mobilization: The process and procedures used by all organizations federal, state and local for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release or reassignment.

Multi-Agency or Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multi-Agency Coordination System (MACS): The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdictional environment. A MAC Group functions within the MACS. MACS organizations are used within the California Fire Services.

Multi-Discipline Incident: An incident involving concurrent tactical field operations requiring interactions between law enforcement,

fire, medical personnel, and/or other disciplines as required by the incident. Also referred to as Multi-Agency Incident.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

Mutual Aid Response Platoon: See Platoon.

Mutual Aid Unit Leader: A member of the Personnel Branch Staff responsible for coordination, preparation and mobilization of mutual aid operations.

Mutual Aid Region: A mutual aid region is a subdivision of state OES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more county (operational) areas.

O

Office of Emergency Services (OES): The Governor's Office of Emergency Services.

Officer-In-Charge (OIC): The term used to describe a person in charge of a section or branch. This term may also be referred to as "Section Chief" or "Branch Director" in disciplines other than law enforcement.

Operational Area: An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

Operational Area Law Enforcement Coordinator: The Sheriff is the Operational Area Coordinator for law enforcement mutual aid except in the City of San Francisco where the responsibility is that of the Chief of Police.

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Usually less than 24 hours.

Operations Dispatcher: A member of the Field Operations Section Staff under the direction of the Field Operations Section OIC, dispatches Field Operations section personnel, maintains designation boards, and the status of Field Operations Section units.

Operations Section: One of the five primary functions found in the ICS and at all SEMS levels. The Section is responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the SEMS Field Response level may include branches, divisions and/or groups, task forces, teams, and single resources.

Out-of-Service Resources: Resources assigned to an incident but temporarily unavailable due to mechanical problems, crew rest, or administrative reasons.

Outer Perimeter Unit: Personnel assigned to limit and control access into the emergency incident area.

Overhead Personnel: Personnel who are assigned to the primary staff supervisory positions which include Incident Commander, General Staff, Command Staff, and Unit Leaders.

P

Personnel Branch OIC: A member of the Logistics Section staff responsible for Unit personnel, providing a personnel pool for the emergency incident, also maintains timekeeping records when the Time Unit in the Finance/Administration Section is not activated.

Planning/Intelligence Section: One of the five primary functions found at all SEMS levels. Responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted

situation, and on the status of resources assigned to the incident. At the SEMS Field Response Level, the Section will include the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

Planning Meeting: A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Platoon (Mobile Field Force): Consists of (4) 12-person squads. Commanded by a Lieutenant with a Sergeant assigned who is second in command. Others assigned include chemical agent disburser, paramedics, counter-sniper team and video camera team.

Procurement Unit: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Public Information Officer (PIO): The individual assigned at field or EOC level who has delegated authority to prepare public information releases and to interact with the media. Duties may vary depending upon the agency and SEMS level.

Public Information Center: A facility and function of the Command Staff; with responsibilities for the formulation and release of approved information about the incident to the news media.

R

Regional Law Enforcement Coordinator: An Operational Area Law Enforcement Coordinator elected by other operational area coordinators within an OES defined region to act as the over all mutual aid coordinator for that region.

Regional Emergency Operations Center (REOC): Facilities situated at State OES Administrative Regions. REOCS function to

coordinate information and resources among operational areas and between the operational areas and the State SOC level.

Reporting Locations: Specific locations or facilities where incoming resources can check-in at the incident. (See Check-in.)

Resources: All personnel and major items of equipment available or potentially available for assignment to emergency incident tasks.

Resources Unit: Functional unit within the Planning Section at the SEMS Field Response level responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

RESTAT: An acronym for Resources Status. A Resource Status Report is prepared by the Resources Unit in the Planning/Intelligence Section.

S

Safety Officer: A member of the Command Staff at the incident or within an EOC responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Scribe: A member of the Command Staff, under the direction of the Incident Commander, who shall record all incident related information; incident message forms noting time, message content, and actions taken. Also referred to as Command Post Scribe or Incident Scribe.

Section: That ICS organization level having functional responsibility for primary segments of incident operations. The sections are: Operations, Planning/Intelligence, Logistics, Finance/Administration.

Section Officer: The LEICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics and Finance/Administration.

Security Group Officer: A member of the Logistics Section Staff responsible for supervision of group and unit personnel, preparing and implementing security plans for Incident Command Post, staging area, and other facilities used in the incident.

Service Branch OIC: A member of the Logistics Section staff responsible for service activities at the incident. Includes the Communications, Medical and Food Units.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

SITSTAT: An acronym for Situation Status. A Situation Status Report is prepared by the Situation Unit in the Planning/Intelligence Section.

Situation Report: A periodic progress report and record of significant items, completed for submission to concerned staff officers. It includes control measures effected, and a summary of the situation.

Situation Unit: Functional unit within the Planning/Intelligence Section responsible for the collection, organization and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning/Intelligence Section Officer.

Span of control: The supervisory ratio maintained within an ICS or EOC organization. A span of control of five-positions reporting to one supervisor is considered optimum.

Squad: An organizational element of a mutual aid response platoon consisting of 11 deputies/officers and a supervisor.

Staging Area: Staging areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. In LEICS, staging areas are managed by the Logistics Section. If no Logistics Section has been activated, then the staging areas are managed by the Operations Section.

Staging Officer: A member of the Logistics Section staff responsible for supervising Staging Group personnel and activities within the staging area. This position is also referred to as the Staging Area Manager.

Standardized Emergency Management System (SEMS): A system required by California Government Code for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels which are activated as necessary: Field Response, Local Government, Operational Area, Region, State.

State Law Enforcement Coordinator: The State Coordinator is the Chief, Law Enforcement Branch, Governor's Office of Emergency Services. The State Coordinator is responsible for administrative actions and coordination between state and local law enforcement agencies during emergencies.

State Operations Center (SOC): An EOC facility established by the Governor's Office of Emergency Services for the purpose of coordinating and supporting operations within a disaster area and controlling the response efforts of state and federal agencies in supporting local governmental operations. The SOC will be staffed by representatives of state and federal agencies.

Supply Unit: A component of the Logistics Section responsible for the ordering, receiving and storing of equipment and supplies.

Support Branch: A Branch within the Logistics Section responsible for providing equipment and supplies to support incident

operations. Includes the Supply, Facilities and Ground Support Units.

T

Tactical Alert: A preliminary step to personnel mobilization. It alerts specific units to a potential police problem that may require assets greater than those of the handling unit.

Tactical Direction: Direction given by the Operations Section Chief at the SEMS Field level which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

Task Force: A combination of single resources assembled for a particular tactical need, with common communications and a leader.

Team: (See Single Resource).

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS or EOC organization.

Time Unit: Functional unit within the Finance/Administration Section responsible for recording time for incident or EOC personnel and hired equipment.

U

Unified Command: In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability. See also Area Command.

Unit: An organizational element having functional responsibility. Units are commonly used in incident Planning, Logistics, or Finance/Administration sections and can be used

in operations for some applications. Units are also found in EOC organizations.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person.

Unusual Occurrence (UO): Any event involving potential or actual personal injury or property damage requiring exceptional law enforcement response.

V

Volunteers: Individuals who make themselves available for assignment during an emergency. Volunteer may not have particular skills needed during an emergency, and may not be part of a regularly organized group. All must be registered as Disaster Services Workers before actual field deployment.

Volunteer Services Unit Leader: A member of the Personnel Branch staff responsible for coordination of all volunteer personnel aid offered to/or used at the emergency incident.

ANNEX B

CRITICAL INCIDENT RESPONSE CHECKLISTS

FIRST RESPONDER RESPONSIBILITIES CHECKLIST

First responders have a responsibility to establish on-scene command, formulate and broadcast a situation assessment, set up a command post, request necessary personnel and equipment, and provide a Staging Area for responding personnel. To accomplish these tasks, the first responder (or field supervisor) should assume command responsibility, appoint others to control activities, assign missions, gather intelligence, and delegate other tasks as necessary to establish control until relieved by an officer of higher rank.

Situation Assessment

A situation assessment is that information developed by the first officer at the scene of an emergency and is basic intelligence transmitted to the communication center, and then additionally conveyed to other concerned agency elements concerned with the control of the event. Situation assessments should be updated as the event changes and control measures are implemented to return the situation to normal. The initial situation assessment should include:

- ☐ Type of emergency
- ☐ Location of emergency
- ☐ Type of structure/vehicles involved
- ☐ Size of area involved
- ☐ Number of additional officers required
- ☐ Staging Area locations
- ☐ Access routes for emergency vehicles
- ☐ Assistance required (e.g., ambulance, fire, public utility)
- ☐ Number and type of casualties/injuries

Once the situation assessment has been completed, the first responder (as Acting Incident Commander) can direct attention to control measures related to the event. These would include:

- ☐ Establish a journal/log for recording major activities
- ☐ Establish a communication link with the communications center

- ☐ Request personnel and equipment resources needed for the control of the event
- ☐ Assign personnel to staff ICS functions:
 - Field Operations
 - Planning/intelligence
 - Logistics
 - Finance/Administration
- ☐ Develop and implement control plans which may include:
 - Perimeter control provisions
 - Interior patrol provisions
 - Evacuation procedures
 - Liaison with other emergency agencies
 - Traffic control plans
 - Mobilization of on-duty personnel
 - Mutual Aid contingencies

An agency's role at the scene of disasters and other emergencies may be to support the local fire department or other emergency response force. The first responder (Incident Commander) can be of assistance by providing the following:

- ☐ A liaison officer to the Fire Commander of other Command Staff
- ☐ Control of emergency vehicle access routes
- ☐ Perimeter traffic control
- ☐ Evacuation, if necessary

INCIDENT COMMAND POST CHECKLIST

This checklist assists the first responder and field supervisors in establishing an Incident Command Post (ICP). The guidelines are flexible and can be modified to deal with specific field situations. The purpose of a command post is to:

- ☐ Establish a facility that is strategically located to command the overall operation of the emergency
- ☐ Maintain centralized and systematized communication
- ☐ Logistically monitor and regulate personnel and equipment needs
- ☐ Acquire, analyze and properly distribute intelligence and other relevant information
- ☐ Coordinate activities with associated agencies

Incident Command Post (ICP) Selection Factors:

- ☐ Strategically, but safety, located near the incident
- ☐ Accessible to responding personnel
- ☐ Defensible against crowds, snipers, fire bombs, etc.
- ☐ Sufficient space for responding personnel and equipment
- ☐ Accessible to restroom facilities
- ☐ Have communication capabilities or access to telephones, radio, television, microwave, etc.
- ☐ Accessible to electricity and water service
- ☐ Contain structures for personnel briefing and protection against weather
- ☐ Storage space and area for vehicles available

Potential Command Post Sites

- ☐ Schools/Universities
- ☐ Parks
- ☐ Large Parking Lots
- ☐ Water/Power Facilities
- ☐ Churches
- ☐ Military Armory

Establish Command Post:

- ☐ Notify communications, Commander/Chief, and responding units of Command Post location and staging area if at another location
- ☐ Request sufficient personnel for Command Post
- ☐ Identify routes to Command Post/Staging Area
- ☐ Appoint Command Post staff, as needed:
 - Radio Operator
 - Command Post Scribe
 - Personnel Officer to make assignments
 - Logistics Officer to receive/issue equipment/vehicles
 - Planning/Intelligence Officer to gather information
 - Command Post Security Officer for perimeter security
 - Public Information Officer
 - Additional Assistance needed:
 - Air Support
 - Mutual Aid
 - Ambulance/Paramedics
 - Red Cross
- ☐ Identify radio frequency to be used
- ☐ Identify and isolate Command Post area with ropes or barrier tape
- ☐ identify and area for Public Information Officer to coordinate news media activities
- ☐ Maintain open lines with communication center
- ☐ Keep all concerned personnel briefed as to status of problem
- ☐ Notify other concerned agencies
 - Hospitals
 - Public Agencies
 - Other jurisdictions requiring information

FIRE AND EXPLOSIONS CHECKLIST

This checklist is intended to assist the field supervisor in the initial stages of a fire and/or explosion emergency. These guidelines are flexible and can be modified to deal with specific field situations. Generally, the Incident Commander will be from the fire service and law enforcement will assume a support role.

Situation Assessment:

Ensure that a Situation Assessment has been prepared by field units and has been communicated to the communications center. It should contain:

- ☐ Location of emergency
- ☐ Size of involved area, actual and potential
- ☐ Apparent direction of the fire
- ☐ type of area (e.g., business, residential, hillside, etc.)
- ☐ Ingress/egress routes for emergency vehicles
- ☐ Additional law enforcement personnel needed
- ☐ Location of staging area
- ☐ Location and radio designation of Command Post

Liaison:

- ☐ Establish liaison with fire command

Deploy Personnel to Maintain:

- ☐ Ingress/egress routes for emergency vehicles
- ☐ Perimeter control, keeping unauthorized vehicles and pedestrians out of involved area
- ☐ assist in evacuation, if required
- ☐ Relieve (demobilize) personnel as activity is reduced
- ☐ Maintain a unit log

BOMB EMERGENCIES CHECKLIST

This checklist is intended to assist the field supervisor in the initial stages of bomb emergency. These guidelines are flexible and can be modified to deal with specific field situations.

Immediate Considerations:

- ☐ Time call received
- ☐ Type of call received
- ☐ Time of detonation or when detonation expected
- ☐ Location of the bomb or intended target
- ☐ Bomb description or appearance
- ☐ Immediate evacuation

Notification:

- ☐ Agency entities, concerned personnel and property owners

Bomb Team

- Investigative Unit
- Fire Department
- Medical Assistance
- Military Demolition Team

Search:

- ☐ Systematic visual search with persons familiar with the facility/location
- ☐ Prohibit radio transmission within one-half mile of the threatened site
- ☐ Conduct visual search only
- ☐ Issue instruction to not touch, move, or attempt to disarm any suspected item
- ☐ Isolate any suspected items
- ☐ Keep all personnel away from any suspected item, except for bomb disposal personnel
- ☐ Establish evacuation procedures. It is recommended that the person in charge of the location make the decision to evacuate.

NOTE: Authority to order evacuation under emergency conditions is listed in 409.5 P.C.

- ☐ Use evacuation which minimizes confusion

Tactical Considerations if an Explosive Device Has Been Detonated:

- ☐ Establish Incident Command Post
- ☐ Establish safe perimeter, seal off location
- ☐ Evacuate immediate area
- ☐ Request fire, medical assistance
- ☐ Have gas and power turned off as necessary
- ☐ Establish traffic control
- ☐ Notify local hospital if injuries have occurred
- ☐ Preserve physical evidence
- ☐ Implement investigation/arrest procedures

HAZARDOUS MATERIALS INCIDENT CHECKLIST

This checklist is intended to assist the field supervisor in the initial stages of a spill or release of a hazardous material substance or waste. these guidelines are flexible and can be modified to deal with specific situations.

Special Considerations:

- ☐ Be aware of and avoid self-contamination
- ☐ Do not drive through the contaminated area
- ☐ Do not eat, drink, or smoke near the area
- ☐ Do not use flares - request barricades for traffic blocks
- ☐ Do not touch any substances, or articles involved - treat all as contaminated until otherwise determined
- ☐ Stay upwind of scene - monitor wind direction changes
- ☐ Gas masks *do not* filter toxic vapors
- ☐ Keep all non-emergency personnel away from scene
- ☐ Do not permit unauthorized clean up of hazardous materials such as wash downs, dilution, etc. These mitigation measures should only be undertaken by trained and equipped hazardous materials technicians or specialist.

Notifications:

- ☐ The Governor's Office of Emergency Services on all incidents
- ☐ Local Fire/Rescue
- ☐ hazardous Materials Team
- ☐ Medical assistance
- ☐ Fish and Game, on threat to natural wildlife
- ☐ U.S. Coast Guard, if waterways involved
- ☐ California Highway patrol, if state highway (see 2453 and 2454 V.C.)
- ☐ Administering agency
- ☐ Appropriate Federal agencies, i.e., EPA

Situation Assessment:

- ☐ Type of accident, type of premises, vehicles involved
- ☐ Location of incident, size of involved area
- ☐ Direction of fluid or vapor travel
- ☐ Property and/or vehicle owner's name
- ☐ Placard information, color of smoke, description of odor
- ☐ Name of substance, if known
- ☐ Determine health hazards
- ☐ Symptoms of injured persons, number of injured
- ☐ Weather conditions, wind direction, speed, and any expected changes
- ☐ Degree of danger at site, potential danger to surrounding area, city, and emergency crews
- ☐ Ingress/egress routes for responding emergency personnel
- ☐ Command Post location and staging area site

Initial Response:

- ☐ Closure of immediate area
- ☐ Establishing perimeter control
- ☐ Maintaining journal of activities
- ☐ Providing liaison with fire and other emergency response units
- ☐ Establishing Command Post upwind of location
- ☐ Initiating control activities in coordination with other emergency units

Evacuation:

- ☐ Give situation estimate to incident commander
- ☐ Decision to evacuate should be made by incident commander
- ☐ Develop control plan to evacuate
- ☐ Establish Command Post to coordinate evacuation
- ☐ Determine evacuation facilities for evacuees

Contaminated Personnel:

- ☐ Isolate from non-contaminated personnel

- ☐ Remove all clothing and equipment for wash down of contaminated area of body
- ☐ All clothing and equipment placed in sealed containers
- ☐ Seek medical treatment as soon as possible

Incident Investigation:

- ☐ Collect information for incident reporting
- ☐ Should not begin until area has been decontaminated; however, evidence should not be disturbed until evaluated and recorded
- ☐ May be jointly conducted with other involved agencies
- ☐ Should provide all available information and assistance to other agencies

AIRCRAFT CRASHES CHECKLIST

This checklist is intended to assist the field supervisor with the initial response to an air response. Local law enforcement forces will generally not have an investigative responsibility for aircraft crashes, but will provide a support function to fire, rescue and federal authorities responsible for reinvestigating such disasters. The fire Incident Commander will have authority and responsibility regarding rescue and fire fighting activities.

Situation Assessment:

Ensure that a situation estimate has been obtained and communicated to the communication center and that it contains the following information:

- ☐ Location of accident
- ☐ Type of structure involved
- ☐ Type of aircraft involved: military or civilian, passenger or cargo, helicopter or jet, private or commercial
- ☐ Class of aircraft: single engine or multiple
- ☐ Number of injuries and deaths, if known
- ☐ Additional assistance needed: police, fire, medical, military, etc.
- ☐ Location of Command Post and Staging Area
- ☐ Best available ingress/egress routes for emergency personnel and vehicles

Special Consideration:

- ☐ Approach from upwind
- ☐ Do not approach on same path as aircraft
- ☐ Avoid breathing smoke, possible toxic materials
- ☐ Potential for fire/explosions
 - Military aircraft may contain weapons, ammunition, ejection seats
 - No smoking for flares
- ☐ Crash site security, adequate control to keep unauthorized persons from the scene

- ☐ Traffic control, crowd control, perimeter control (keep a 2,000 foot clearance)
- ☐ Evacuation (at least 2,000 feet upwind)

Crash Site Management

- ☐ Establish Command Post
- ☐ Restrict air traffic over scene
- ☐ Establish liaison with Incident Commander
- ☐ Identify all witnesses, obtain following data:
 - Time of crash
 - Location of witnesses at time of crash
 - Weather at time of crash
 - Aircraft direction in flight
 - Aircraft fire in flight
 - Explosion prior to crash
 - Location of objects falling from aircraft prior to crash
 - Impact angle and position of survivors
 - Anything removed from scene and by whom
- ☐ Deceased or injured victims may be displaced by impact. Conduct a thorough, wide search for survivors and other evidence
- ☐ Take photographs of scene
- ☐ Ensure all crash debris is protected, but do not disturb wreckage, evidence, deceased persons, body parts, or personal property unless advised to do so by the investigator in charge or the coroner in charge

Subsequent Situation Assessment:

- ☐ Aircraft identification numbers, owner(s) of involved aircraft and involved structures
- ☐ Identification of pilot(s)
- ☐ Property damage
- ☐ Location of deceased and known survivors

Notification:

- ☐ Military, if applicable
- ☐ National Transportation Safety Board

- ☐ Federal Aviation Administration
- ☐ All necessary fire/rescue services
- ☐ Hospitals of potential influx of patients
- ☐ County Coroner

EARTHQUAKE CHECKLIST

This checklist is intended to assist the field supervisor with the initial response to an earthquake. Because an earthquake usually occurs without warning, local law endorsement, along with other responsible agencies, must quickly evaluate the situation, make appropriate decisions for rescue and recovery operations, and coordinate response efforts. An appropriate response must be implemented with speed and determination and with a certain flexibility that will enable unforeseen events to be met and resolved.

Situation Assessment:

Accurate situation assessment is essential in an earthquake. Because of variation in earthquake magnitude, building and population density, type of construction, land use, and terrain, the degree of damage and possible accompanying hazards may vary considerable. Ensure that a situation assessment has been completed and communicated to the communication center, containing the following information:

- ☐ Size of involved area
- ☐ Damage to structures, roads, critical emergency facilities
- ☐ Potential threats to high-rise structures, roads, dams
- ☐ Location of command site and staging area
- ☐ Communication channels
- ☐ Ingress and egress routes for emergency vehicles
- ☐ Request for response personnel and equipment
- ☐ emergency assistance required (e.g., ambulance, fire, public utility, heavy y equipment)
- ☐ Notification to command staff and mutual aid resources

Damage Survey:

The involved area, especially those facilities presenting high risk or providing essential public services, should be surveyed to determine whether they are able to function or pose a hazard. an aerial survey is one of the best methods for observing the extent of earthquake damage. The initial survey of the involved area should include the status of facilities essential to the community, including:

- ☐ Hospitals and other emergency response facilities (fire)
- ☐ Airports, docks, and other transportation centers
- ☐ Roadways, elevated freeways, over and under passes
- ☐ Dams, reservoirs, aqueducts, and water storage tanks
- ☐ Schools and other locations of high population density
- ☐ High-rise buildings, brick buildings, and large scale apartment structures
- ☐ Refineries, radioactive storage areas
- ☐ Hillside for landslide damage
- ☐ Telephone facilities, electrical relay stations, and high-voltage power lines
- ☐ Other critical locations unique to local community such as zoos, stables, and armories

Liaison:

- ☐ Establish liaison with fire rescue command
- ☐ Establish liaison with Law Enforcement Mutual Aid Coordinator and OES.

Dispatch Personnel to:

- ☐ Establish ingress/egress routes for emergency vehicles
- ☐ Maintain perimeter control to keep unauthorized people and vehicles out of the involved area
- ☐ Provide emergency information to residents of area
- ☐ Direct traffic around major damage sites

- ☐ Assist in evacuation, if required
- ☐ Check locations known to contain chemicals, flammable substances, explosives, or other materials that may pose a hazard
- ☐ Assist in establishing evacuation centers and directing people to them
- ☐ Determine operability of telephone, water, gas, electricity, public transportation, and other systems serving residents of the area

Establish Command Post:

- ☐ Select location and broadcast to concerned units/personnel
- ☐ Establish communications with dispatch center and other emergency agencies
- ☐ Select command post staff to include scribe, liaison officer, public information officer, and safety officer
- ☐ Assign personnel to the ICS functions of Field Operations, Planning/Intelligence, Logistics and Finance/Administration
- ☐ Establish staging area

Develop an Operational Plan to Include:

- ☐ Survey of damage area. Check for real and potential hazard sites
- ☐ Provisions of ingress and egress routes into and out of the damaged area
- ☐ Provisions of possible looting
- ☐ provisions for control of regular traffic in and around damage area
- ☐ Requests for equipment needed for debris clearance and heavy rescue
- ☐ Determination of capacity and safety of evacuation routes
- ☐ Issuance of evacuation instructions, orders
- ☐ Issuance of emergency passes
- ☐ Assistance to other emergency agencies
- ☐ Establishment of perimeter and interior control plans

CIVIL UNREST / DISORDER CHECKLIST

This checklist is intended to assist the Incident Commander and field supervisor with the initial response to a riot or crowd/looting situation. Law enforcement agencies should concentrate on the basic law enforcement mission of protecting life and property. This should be done in a rapid, firm, fair and impartial manner, using only the minimum force necessary to accomplish the mission.

Tactical Objectives:

- ☐ **CONTAIN:** Confine the disorder to the smallest area possible
- ☐ **ISOLATE:** Prevent the growth of the disorder. Cordon off the area. Deny access to those not involved
- ☐ **DISPERSE:** Make arrests, if appropriate
- ☐ Establish a Field Command Post and Staging Area

Situation Assessment:

- ☐ Location of emergency
- ☐ Number of participants
- ☐ Activities of participants (e.g., looting, burning, blocking traffic, passive demonstration, etc.)
- ☐ Direction of movement
- ☐ Additional law enforcement personnel required
- ☐ Access to Field Command Post/Staging Area by responding personnel

Initial Response:

- ☐ Assemble responding personnel into squads and platoons
- ☐ Assign a Public Information Officer to work with the media
- ☐ Brief Squad/Platoon Leaders as soon as possible

- ☐ Establish Tactical Missions (e.g., crowd control, traffic control, site security, etc.)
- ☐ Request air support (e.g., a police helicopter for observation and assistance in coordinating tactical missions)

Other Considerations:

- ☐ Know location of emergency medical services
- ☐ Maintain an operations log
- ☐ Determine the less than lethal and chemical agents capabilities of the squads
- ☐ Utilize serialized flex cuffs
- ☐ Use a video cam corridor
- ☐ Arrange for the response of a field booking team
- ☐ Arrange for transportation of suspects from field booking area to detention facility

Helpful Hints:

- ☐ Individual action must be avoided --- police yourselves
- ☐ Simple formations (e.g., Squad Skirmish Line/wedge or Arrest Circles) need minimal explanation and/or coordination
- ☐ Passive Demonstrators --- Don't get involved until you have sufficient personnel
- ☐ Use standby time for scouting (gathering information and analyzing intelligence)

After Disposal:

- ☐ Establish a highly visible law enforcement presence
- ☐ Use mobile units to respond to problems (squad size is the smallest recommended maneuverable tactical element)
- ☐ Arrange for relief and feeding of personnel

ANNEX C

ICS FORMS

OVERVIEW INFORMATION ABOUT EACH LEICS FORM

Form 201: Incident Briefing

- Prepared by Incident Commander, or designee.
- Used to document initial response and brief on-duty or incoming Command and General Staff.
- Copies distributed to Command Staff, Section OICs, Branch OICs, Group Supervisors, Task Force Leaders, and appropriate Logistics and Planning/Intelligence Units.

Form 202: Incident Objectives

- Prepared by Incident Commander and Command and General Staffs during the Planning Meeting.
- Used to develop the Incident Action Plan (can be used as the face sheet).
- Copies distributed to *all* supervisory personnel.

Form 203: Organization Assignments

- Prepared and maintained by Resource Unit under the direction of the Planning/Intelligence OIC.
- Used to keep track of currently activated units and names of personnel staffing each position.
- Attached to Incident Objectives (Form 202) and distributed to *all* supervisory personnel.

Form 204: Division/Unit Assignment List

- Prepared by the Resources Unit using guidance by the Incident Objectives (Form 202), Incident Planning Worksheet (Form 215), and the Operations OIC. Should be approved by the Planning/Intelligence OIC.
- Used to inform Operations Section personnel of incident assignments.
- Attached to Incident Objectives (Form 202) and distributed to *all* supervisory personnel.

Form 207: Organization Chart

- Prepared by the Resources Unit.
- Used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element.
- Chart should be posted on display board near Incident Command Post.

Form 209: Public Information Summary/Incident Status

- Prepared and maintained by Situation Unit under the direction of the Planning/Intelligence OIC and usually presented to Command and General Staff members prior to each Planning Meeting.
- Used to inform and update all incident personnel; provide the basic information to the PIO for media releases; provide incident information to off-site communication centers, EOCs, and other involved agencies; and provide basic information for use in planning for the next operational period.
- Distributed to *all* supervisory personnel, posted on display board, and forwarded to appropriate off-site entities.

Form 211: Check-In List

- Completed by assigned supervisors or recorders (i.e. Staging Area Manager, or designee) at designated check-in locations (i.e., Staging Areas, Command Posts, Communication Centers) as personnel arrive at the incident.
- Used to track personnel, arrival times, and agencies represented. Also used to support demobilization.
- Completed Check-in Lists should be forwarded to the Resource Unit and a copy provided to the Finance/Administration Section.

Form 214: Unit Log

- Completed by all Command Staff personnel and all personnel who supervise a Section, Division, Group, Task Force, Team, Platoon, Squad, or Unit.
- Used to record details and activities of all basic ICS organizational elements.
- Completed unit logs should be forwarded to immediate supervisors for review. Supervisors should then forward logs to Documentation Unit.

Form 215: Incident Planning Worksheet

- Initiated by the Incident Commander and General Staff at the Planning Meeting.
- Used to communicate the decisions made during the Planning Meeting concerning resource assignments to the Resources Unit. The worksheet is used by the Resources Unit to complete Assignment Lists and by the Logistics Section OIC for ordering resources for the incident.
- Completed worksheet should be forwarded to Resource Unit and a copy to Logistics Section.

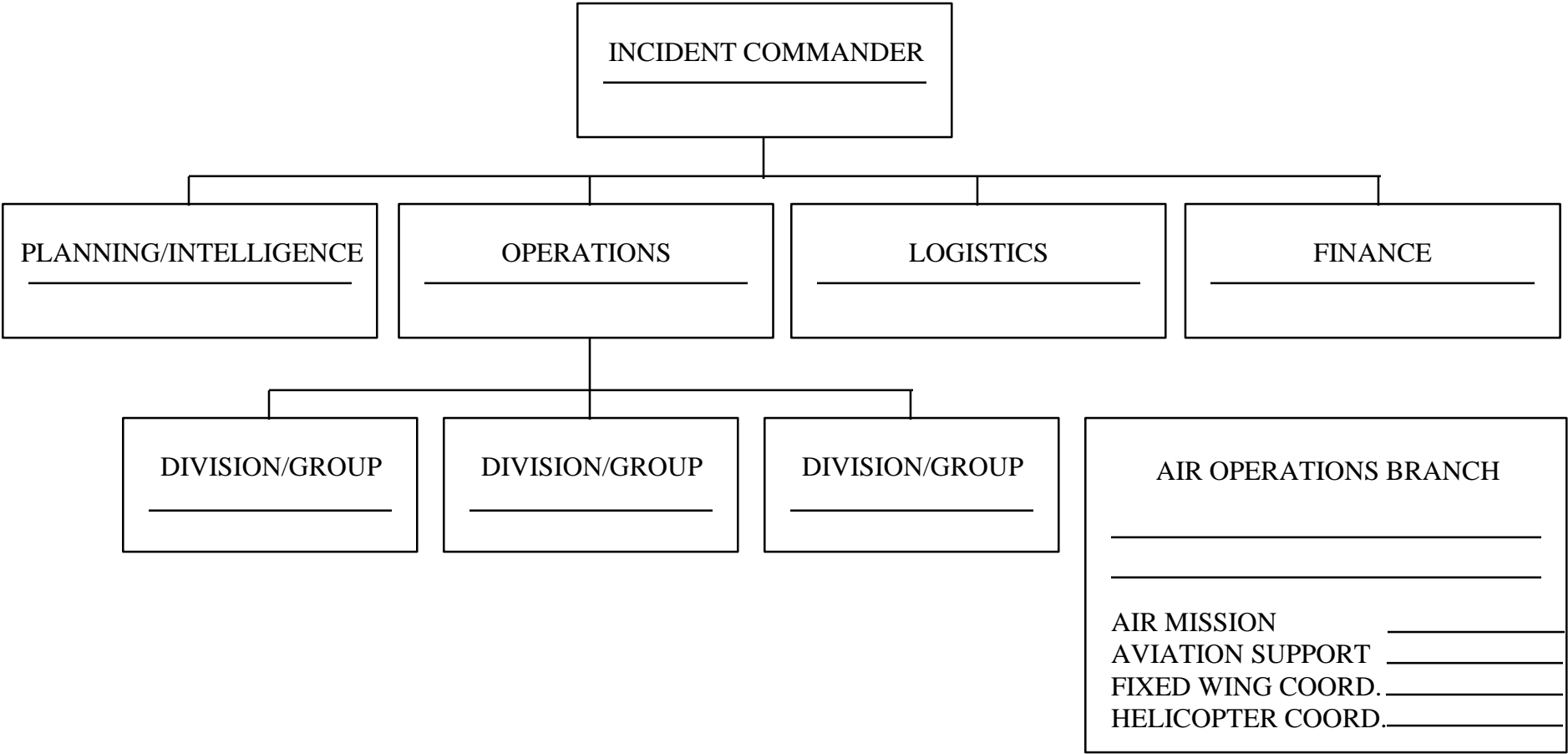
Form 220: Air Operations Worksheet/Summary

- Completed by the Operations Section OIC or the Air Operations Branch OIC during each Planning Meeting.
- Used by the Air Operations Branch to record number, type, location, and specific assignments of aircraft assigned to the incident.
- Completed form should be forwarded to the Resources Unit.

INCIDENT BRIEFING

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD (DATE/TIME)		
5. MAP SKETCH		
17. PREPARED BY (NAME/POSITION)		
PAGE 1	201 LEICS	

6. CURRENT ORGANIZATION



9. SUMMARY OF ACTIONS/UNIT ACTIVITY LOG				
10. UNIT NAME/DESIGNATOR		11. UNIT LEADER (NAME & POSITION)		12. OPERATIONAL PERIOD (DATE/TIME)
13. ASSIGNED PERSONNEL				
NAME		ICS POSITION	AGENCY/STATION	TIME IN TIME OUT
TIME	14. MAJOR EVENTS			
15. PREPARED BY (NAME/POSITION)			DATE/TIME	PAGE 4 201 LEICS

INCIDENT OBJECTIVES

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
4. OPERATIONAL PERIOD (DATE/TIME)		
5. GENERAL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)		
6. WEATHER FORECAST FOR OPERATIONAL PERIOD		
7. OFFICER SAFETY INFORMATION		
8. ATTACHMENTS (X IF ATTACHED)		
<input type="checkbox"/> ORGANIZATION LIST (LEICS 203)	<input type="checkbox"/> INCIDENT MAP	<input type="checkbox"/> _____
<input type="checkbox"/> ASSIGNMENT SHEET (LEICS 204)	<input type="checkbox"/> TRAFFIC PLAN	<input type="checkbox"/> _____
9. PREPARED BY (NAME/POSITION)	10. APPROVED BY	202 LEICS

ORGANIZATION ASSIGNMENTS

1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD (DATE/TIME)
5. INCIDENT COMMANDER AND STAFF		9. OPERATIONS BRANCH	
INCIDENT COMMANDER		POSITION OIC	NAME
DEPUTY INCIDENT COMMANDER		DEPUTY OIC	
PUBLIC INFORMATION OFFICER		A.	
LIAISON OFFICER		OIC	
6. AGENCY REPRESENTATIVES			
AGENCY	NAME		
7. PLANNING/INTELLIGENCE SECTION		B.	
POSITION OIC	NAME	OIC	
DEPUTY OIC			
8. LOGISTICSSECTION		10. FINANCE SECTION	
POSITION OIC	NAME	POSITION OIC	NAME
DEPUTY OIC			
A. SUPPORT BRANCH			
OIC			
B. SERVICE BRANCH		11. MISC.	
OIC			
C. PERSONNEL BRANCH			
OIC			
12. PREPARED BY (NAME/POSITION)			203 LEICS

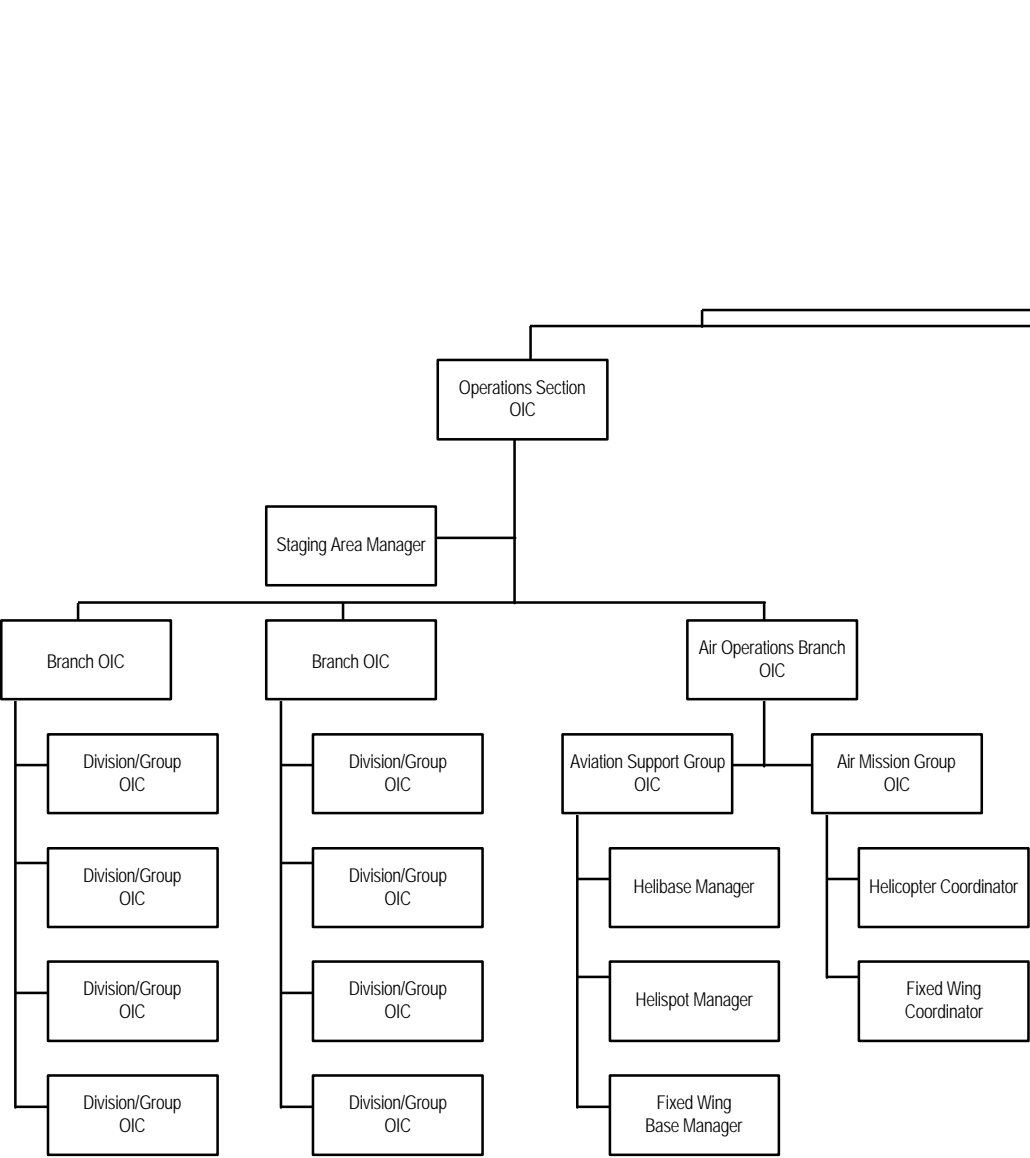
DIVISION/UNIT ASSIGNMENT LIST

1. INCIDENT NAME			2. DIVISION/UNIT						
3. OPERATIONAL PERIOD (DATE/TIME)			4. DATE PREPARED				5. TIME PREPARED		
6. OPERATIONS PERSONNEL									
OPERATIONS OIC _____ BRANCH OIC _____				DIVISION/GROUP OIC _____					
7. RESOURCES ASSIGNED THIS PERIOD									
TASK FORCE/RESOURCE DESIGNATOR		LEADER	NUMBER PERSONS		TRANS. NEEDED	INSERTION POINT AND TIME		EXTRACTION POINT & TIME	
8. OPERATIONS									
9. SPECIAL INSTRUCTIONS									
10. COMMUNICATIONS SUMMARY									
FUNCTION		FREQ.	CHANNEL	FUNCTION		FREQ.	CHANNEL		
COMMAND	PRIMARY			ADMINISTRATION & LOGISTICS	PRIMARY				
	ALTERNATE				ALTERNATE				
DIVISION/ GROUP TACTICAL	PRIMARY			GROUND TO AIR	PRIMARY				
	ALTERNATE				ALTERNATE				
SPECIAL INSTRUCTIONS				AIR TO AIR	PRIMARY				
					ALTERNATE				
11. PREPARED BY (NAME/POSITION)			12. APPROVED BY					204 LEICS	

INCIDENT RADIO COMMUNICATIONS PLAN		1. INCIDENT NAME		2. DATE/TIME PREPARED		3. OPERATIONAL PERIOD DATE/TIME	
4. BASIC RADIO CHANNEL UTILIZATION							
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS		

MEDICAL PLAN	1. INCIDENT NAME				2. DATE PREPARED		3. TIME PREPARED	
4. OPERATIONAL PERIOD (DATE/TIME)								
5. MEDICAL AID STATIONS								
DESIGNATION	BASE/STAND-BY			CONTACT		PARAMEDIC		
				RADIO FREQ.	RADIO FREQ.	YES	NO	
6. MEDICAL EVACUATION VEHICLES (HELICOPTER/AMBULANCE)								
DESIGNATION/TYPE	BASE/STAND-BY			CONTACT		PARAMEDIC		
				RADIO FREQ.	PHONE NUMBER	YES	NO	
7. HOSPITALS								
NAME & ADDRESS	CONTACT		TRANSPORT TIME		HELIPAD EQUIP. (Y/N)	BURN CENTER (Y/N)	TRAUMA CENTER (Y/N)	
	PHONE #	RADIO FREQ.	AIR	GROUND				
8. PROCEDURE TO ACCESS MEDICAL ASSISTANCE								
9 PREPARED BY (MEDICAL UNIT LEADER)					10. REVIEWED BY (OPERATIONS OIC)		206 LEICS	

ORGANIZATION



CHART

PUBLIC INFORMATION SUMMARY - INCIDENT STATUS

1. NAME		2. TYPE		3. CAUSE	
4. LOCATION/JURISDICTION		5. INCIDENT COMMANDER		7. CLOSE TIME	
8. AREAS INVOLVED		14. AREAS EVACUATED			
9. AGENCIES RESOURCES		15. SHELTER CENTERS			
10. CASUALTIES					
A. INCIDENT PERSONNEL INJURIES a. Injuries b. Fatalities		B. PUBLIC a. b.		16. HOSPITAL/CONTACT PERSON	
11. DAMAGE ESTIMAGES		17. ROAD STATUS			
A. PUBLIC \$		B. PRIVATE \$			
12. WARNINGS - EXPECTED HAZARDS		18. MISCELLANEOUS			
LOCATION		TYPE		PERIOD	
13. CURRENT WEATHER		FORECAST WEATHER			
		19. PIO			
		PHONES			
		LOCATION			
		21. PREPARED BY			DATE/TIME
		22. APPROVED BY			209 LEICS

CHECK IN LIST

☐ PERSONNEL

☐ EQUIPMENT

1. INCIDENT NAME					2. DATE PREPARED		3. TIME PREPARED		4. OPERATIONAL PERIOD (DATE/TIME)		
5. CHECK IN LOCATION											
<input type="checkbox"/> BASE		<input type="checkbox"/> RADIO		<input type="checkbox"/> STAGING AREA		<input type="checkbox"/> ICP RESTAT		<input type="checkbox"/> HELIBASE		<input type="checkbox"/> AIRPORT	
<input type="checkbox"/> OTHER _____											
6. LIST PERSONNEL BY AGENCY AND NAME OR LIST EQUIPMENT BY FOLLOWING FORMAT											
AGENCY	STATION/ DIVISION	TYPE RESOURCE	EQUIPMENT ID	DATE/TIME CHECK-IN	LEADER'S NAME	TOTAL # PERSONNEL /EQUIPMENT	METHOD OF TRAVEL/ NO VEHICLE	INCIDENT/ ASSIGNMENT REPORTING LOCATION	INFO TO RESTAT/ TIME & INITIALS	DEMOBILIZED DATE/TIME INITIALS	

INCIDENT PLANNING WORKSHEET

1. INCIDENT NAME			2. DATE PREPARED			3. TIME PREPARED					4. OPERATIONAL PERIOD (DATE/TIME)						
5. ORGANIZATION & ASSIGNMENT	6. WORK ASSIGNMENT		7. RESOURCE BY TYPE												8. REPORTING LOCATION	9. REQUESTED ARRIVAL TIME	
		REQ.															
		HAVE															
		NEED															
		REQ.															
		HAVE															
		NEED															
		REQ.															
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		REQ.															
		HAVE															
		NEED															
		REQ.															
		HAVE															
		NEED															
10. TOTAL RESOURCES REQUIRED															11. PREPARED BY (NAME/POSITION)	Page ____ of ____	
TOTAL RESOURCES ON HAND																LEICS	

AIR OPERATIONS WORKSHEET/SUMMARY

1. INCIDENT NAME					2. DATE PREPARED		TIME PREPARED	
4. OPERATIONAL PERIOD (DATE/TIME)		5. DISTRIBUTION _____			6. COMMUNICATIONS AIR/AIR _____ AIR/GROUND _____			
7. PERSONNEL AIR OPERATIONS OIC _____ AIR MISSION OIC _____ HELICOPTER COORDINATOR _____ FIXED WING COORDINATOR _____ _____ _____					8. REMARKS (SPECIAL INSTRUCTIONS, SAFETY NOTES, HAZARDS, PRIORITIES)			
9. AGENCY OWNER	10. OPERATIONS BASE/LOCATION	11. ASSIGNMENT	12. AIRCRAFT ID #	13. TIME COMMENCE	14. TIME COMPLETE	15. TOTAL FLIGHT TIME	16. TOTAL EXPENDED TOTAL	
17. PREPARED BY					18. TOTALS			
							220 LEICS	